



GLOWMORE

FINANCE PRIVATE LIMITED

A NBFC RBI REGD. CIN - U65993OR1997PTC027920

HR MANUAL

2019-2020

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Objectives, Mission and Vision

Glowmore Finance Private Limited was incorporated in May 2018. Glowmore aims to achieve its mission by setting up a network of branches in rural and urban areas offering a complete range of financial products and services to every individual and enterprise. Glowmore executes this by facilitating and originating financial products and services on behalf of financial institutions (NBFCs and banks) through a unique branch-based business model.

Objectives:

- To provide financial products responding to the needs of low-income households based on JLG model
- To create a community of income generation for a better and healthy life style
- To create accessibility to the financial services through individual and group wise model

Mission:

XX

Vision:

XX

Chapter 1: Office Timings, Holidays and Weekly Offs

- Head office timings will be 8 hours between Monday to Saturday (Between 9 AM and 6 PM) with lunch break of one hour.
- Branch office timings will be 8 hours between Monday to Saturday (Between 7 AM and 7 PM) with break of four hour.
- 12 paid holidays (including local holidays) will be given to all employees in a calendar year.
- All Sundays, 2nd Saturdays and 4th Saturdays of a month will be observed as weekly off.

All employees are required to log their attendance by using the biometric system/ by signing in the attendance register as applicable. HR keeps track of the attendance records of all employees.

Chapter 2: Recruitment and Selection

Introduction:

The Recruitment and Selection System encompasses processes that aim at attracting good quality resources for positions within GLOWMORE.

Objective

The prime objective of this policy is to define procedures and processes for recruitment and selection to ensure that the recruitment process results in the RIGHT people for the RIGHT job at the RIGHT time. The objectives are to

- Establish fair and consistent procedures and processes to recruit and select candidates
- Promote meritocracy and be an Equal Opportunity Employer
- Ensure that an adequate range of candidates is attracted for open positions
- Ensure that qualified and capable employees are selected to execute the duties and responsibilities after successfully clearing the selection procedures

Equal Opportunity Statement

GLOWMORE is committed to attracting, retaining and developing the highest quality and the most dedicated work force possible. GLOWMORE strives to hire and promote people on the basis of their qualifications, performance, and abilities and is determined to provide a work environment that is respectful and supportive and free of any form of illegal discrimination both direct and indirect, including sexual harassment. It is the policy of the Company to hire, train, promote, compensate and administer all employment practices without any regard to race, colour, gender, age, marital status, religion, caste, nationality, adverse medical condition and / or disability not impacting job performance.

In keeping with law, GLOWMORE shall not employ any person under the age of 18.

Recruitment Process

The following are the processes to be followed for Recruitment and selection:

1. Human Resources Planning: An integral part of Recruitment and Selection process is Human resources planning i.e. calculating the number of employees required in a financial year and therein the financial impact.
 - Business Unit Head/ Department Head to identify new business forays/ business needs as part of Annual Plan (AP).
 - Based on business need for upcoming year, each Business Unit Head/ Department Head to identify the number of additional resources it requires and the accompanying financial impact is captured in preliminary AP.
 - HR is responsible for reviewing the recommendations and compiling a corporate human resources plan for the financial year and obtains necessary approval from the MD

- The human resources plan defines the number of positions identified to be filled by level and function along with agreed timelines
 - The human resource plan for the financial year is crystallized post approval by the Board. No change is permitted unless major developments or functional requirements emerge which has to be ratified by the Board
 - Human Resources department starts the recruitment process as per outlined timeline
2. Human Resources Planning is done mainly to identify new positions/ roles, for vacant positions following is the process:
 - Business/ Department Head to assess if a replacement is necessary
 - If a replacement is required, internal transfer or promotion to be considered
 - To pursue external recruitment only when internal replacement is not available
 3. Human Resources team starts the recruitment process by preparing a formal Job Description for the position if it is a new position; else it validates the current job description with current role and matches. Changes are made to existing Job Description if need be.
 4. Based on job description, right recruitment sources are identified for the position. Main recruitment sources could be job portals, internal job postings, recruitment consultants, LinkedIn, newspaper ads, Walk-ins, Campus etc.
 5. Human Resource team shortlists candidates and sends to concerned Function Head.
 6. Once Function Head shortlists profiles, Human Resources team schedules the recruitment process
 7. Recruitment process involves Written Tests, Computer Aptitude Tests and Personal Interviews based on level of hire.
 8. Personal interview process needs to be conducted by a panel, panel constituents to be as follows:

| Interview Panel | |
|--|--------------------------------|
| Positions | Panel |
| Sr. Management | MD & Head - HR |
| Middle Management including Support Staffs | Dept Head & Head-HR |
| Branch Managers | Regional Manager & |
| Area Manager, Field Credit Officer | Human Resources Representative |

Selection Process

Based on confirmation from hiring manager on selection/ rejection status, HR will follow the below process:

1. Making an offer

A documented offer is mutually binding between candidate and the Company, indicating agreed terms & condition during the interview process. HR drafts and provides (in duplicate) an offer in the form of a letter (Form 3) documenting offer which includes position, compensation, working hours, job profile, and other terms and conditions to the selected candidate. The offer letter broadly contains the selected candidates Name, designation/role, department, compensation package and the indicative date of joining and a list of critical terms and conditions of employment.
2. Acceptance of offer

A candidate confirms his / her acceptance of the offer made by submitting the duly signed duplicate copy of the offer letter to HR within a week. Once candidate joins the organization, the position will be removed by HR from the list of open positions.
3. Communication

Appropriate communication to candidates by HR plays a key role in the success of recruitment.

 - a. Candidates successfully short listed for the interview will be communicated individually through phone or by e-mail stating position, interview time, interviewer's name & department, date & venue for the scheduled interview.
 - b. Candidates who are not selected will be informed over phone / mail thanking them for their participation in the recruitment process

4. Record Retention

All employment applications and other relevant data on job applicants who are not hired will be maintained for a minimum period of two years as a physical record. A soft copy of this database should be maintained with rejection reasons for future records. Employment applications and relevant data on hired applicants should be retained permanently.

5. Reference/ Background Check

This section lays down the framework and guidelines for the verification of credentials like education, experience, personal information of prospective employees. This policy applies to all prospective employees and to the extent permissible under the respective government rules and regulations.

HR of GLOWMORE will conduct reference checks for all prospective employees as per the timelines indicated. The process of reference check will commence on the selection of an employee or when an offer is made and accepted.

a. Reference Information Form:

The Reference Information Form is duly filled and signed by the applicant/prospective employee authorizing the reference check during the final stages of interview or when an employee joins the GLOWMORE. The reference form will obtain information such as Full Name, Age/ Date of birth, Current Address and Contact number, Prior Address(s) – Minimum 3 years history and contact number, Information on the family members etc., In case of employed candidates - Current Employer Address and Phone, Last salary drawn, Prior Employers Address(s) and Phone – (all employers in the past 3 years), Supporting documents which the applicant can provide shall be obtained. For freshers, School/ College particulars will be obtained.

b. In addition to the above, a minimum of 2 employer or professional references shall be obtained including contact (phone/address) information.

c. Reference Procedure:

Once the reference information form is obtained in GLOWMORE, HR initiates the reference check process and following are the areas for review:

- Location/ Residential particulars – To verify the address and other contact information including the family particulars declared
- Prior Employment (where applicable) – To verify the term of service, job title, and to the extent possible responsibilities and reason for leaving service. For corporate office and Business Unit Leadership levels, this is the only process that is followed.
- For fresher's (as applicable) – To verify the conduct, character and knowledge levels of the student while she/he was studying
- Credentials – To verify the moral credentials of the applicant from the neighbors, panchayat and local village members etc.
- The reference check will be conducted by a person or agency nominated by HR/ HR directly. The authorized person will provide a written Reference Check Report at the conclusion of the reference check. These reports will be maintained in strict confidence by HR and is to be filed in employee personnel file.

d. Table below indicates the timelines by which the final report should be available with HR

| Timelines for completing reference check | | |
|---|--------------------------|---|
| S. No | Employee Category | Timelines |
| 1 | Field Credit Officer | Before completion of Induction training |
| 2 | All other employees | Before their DOJ |

7. Reference Check Report

On completion of reference checks, the Reference Check Report is generated which essentially captures the following information –

- a. All information provided by applicant verified, such as education, address, family particulars etc.
- b. All information obtained from neighbor, panchayat members and the findings of such interaction
- c. All activities performed to verify an applicant's prior employment history and the findings

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Any further investigation done by HR in case of negative findings, results of such investigation shall be documented along with the decision taken. Records of all candidates who have been rejected on the basis of reference check shall be maintained separately and must be retained permanently. This report is confidentially maintained by HR and shall form part of the personnel file of an employee.



Form 1-Reference Information Form

GLOWMORE FINANCE PRIVATE LIMITED

| | | | | | | | |
|--|--------------------|-----------------------------|--------------------------|--|-----------------|-----------|------------------|
| Name | | | | Affix Photo Here | | | |
| DOB/Age: | | | | | | | |
| Source of recruitment | | | | | | | |
| Any friend/ relative working with Glowmore | | | | | | | |
| If yes, please mention Name, Designation and GLOWMORE | | | | | | | |
| Educational Information (Fill appropriate fields) | | | | | | | |
| Qualification | Course Name | School/ College Name | Year Of Passing | | | | |
| Xth Board | | | | | | | |
| XIth Board | | | | | | | |
| Undergraduate Course | | | | | | | |
| Post graduate course | | | | | | | |
| Educational Reference | | | | | | | |
| Professor/ Teacher's Reference | | School/College name | | Contact Number | | | |
| | | | | | | | |
| Address and Contact Information | | | | | | | |
| Current Residential Address: | | | Postal Code : | | | | |
| | | | | | | | |
| Nearest Landmark : | | Landline No. : | | | | | |
| | | | | | | | |
| Nearest Bus Stop : | | | | | | | |
| | | | | | | | |
| No. of years stayed in the above address/ Village | | Years | | | | | |
| | | | | | | | |
| Family Particulars | | | | | | | |
| S.No. | Name | Age | Relationship | Residing in the same address as candidate | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Employment Details of Last 3 in Descending Order (if not applicable, mention NA) | | | | | | | |
| Company name | Address | Contact # | Last drawn salary | Reason for leaving | Duration | | Reference |
| | | | | | From | To | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| I hereby authorise Glowmore Finance Private Limited to conduct my reference check and I understand the procedure involved. | | | | Validated/ Verified by(HR Name & Signature) | | | |
| | | | | | | | |

Form 2- Reference Check Template

GLOWMORE FINANCE PRIVATE LIMITED

To be filled in by the Recruiter

| | |
|-----------------------|--|
| Date | |
| Name of Recruiter | |
| Name of the Candidate | |

To be filled in by the person providing reference

| | |
|------------------------------------|--|
| Name | |
| Current Designation & Organization | |
| Phone | |
| E-mail | |

1. How long have you known the candidate?

| |
|--|
| |
|--|

2. In what capacity did you know the candidate - colleague, superior, customer, other (please specify)

| |
|--|
| |
|--|

3. How would you describe Candidate's work style?

| |
|--|
| |
|--|

4. What were Candidate's greatest accomplishments during the time that you worked with him/her?

| |
|--|
| |
|--|

5. If you were pulling together a team, would you hire the candidate?

| |
|--|
| |
|--|

6. In what capacity do you see Candidate?

| |
|--|
| |
|--|

7. What are strengths of the candidate?

| |
|--|
| |
|--|

8. Have you seen Candidate operate under stress?

| |
|--|
| |
|--|

9. How does Candidate deal with adversity or failure?

| |
|--|
| |
|--|

10. What motivates the Candidate?

11. How does Candidate interface with other departments/customers?

12. How would you rate the candidate on the following parameters on a five-scale rating as Excellent, Very good, Fair, Needs to improve and Poor

| Parameters | Rating |
|------------------------------------|--------|
| Capability for the identified role | |
| Teamwork | |
| Delivery Focus | |
| Bottom-line Focus | |
| Leadership | |
| Potential for growth | |
| Values and Ethics | |

13. What are the areas of improvement of the candidate?

14. What might you share with the candidate's new reporting manager to help manage candidate and ease transition into the new organization?

15. Any other observations/thoughts you would like to share?

Form 3 – Offer Letter Template

Date:

To
Address Line 1
Address Line 2
Address Line 3

Dear _____,

We are pleased to offer you a full time position as _____ with **Glowmore Finance Private Limited** (hereinafter referred to as “the Company”) – subject to the terms and conditions listed in **Annexure I** of this offer letter and in addition to other such service rules and conditions that are applicable or may become applicable from time to time. For details on compensation & benefits package, kindly refer **Annexure II & Annexure III** of this offer letter.

*We request you to indicate your acknowledgement and acceptance by signing at the bottom right corner of every page and return the same to Human Resources Department along with the **proposed Date of Joining**. Please feel free to approach Human Resources Department for any queries.*

We look forward to a mutually beneficial and satisfying association.

Welcome to **Glowmore Finance Private Limited**

Yours sincerely,

For **Glowmore Finance Private Limited**

Authorized Signatory

ANNEXURE I – TERMS & CONDITIONS OF EMPLOYMENT

Your employment is subject to the terms and conditions listed in this Annexure and in addition to other such service rules and conditions that are applicable or may become applicable from time to time.

Conditions precedent/ joining formalities:

1. Your appointment and your continuation of employment is subject to:
 - a. You being certified medically fit by the clinic/ doctor empanelled by the Company, who shall be the sole judge for determining the same.
 - b. Receipt of positive reference checks of your disclosed qualifications and past employment details, including character references.

The Company reserves the right to seek references from your current/ previous employer(s), as may be applicable, at any stage, subsequent to your acceptance of this offer.
 - c. The Company receiving the following documents duly attested by you, prior to your joining
 - i. Proof of date of birth
 - ii. Address and Identification proof
 - iii. Copies of all your degrees/ highest qualification and other professional qualifications including certifications
 - iv. One recent passport size colour photograph
 - v. Copy of the relieving letter from your previous employer, if applicable
 - vi. Proof of salary drawn in the last 3 (three) months, if applicable
 - d. The Company receiving the following documents duly attested by you, within a month of your joining
 - i. Relieving letter from your current employer, if applicable
 - ii. Form 16, if applicable
2. Prior to joining/ while in the services of the Company, you are required to notify the Company of details of civil or criminal case(s) instituted against you in any Court of Law or any complaint/show cause notice /prosecution with/by any Police Station or by any statutory authority, etc. Moreover, you are required to notify the Company of any outcome of such complaint like filing of Charge sheet / Arrest/ Conviction/ Acquittal/ Discharge/etc. Any act in breach of this, term would entail initiation of appropriate action as deemed fit by the Company.
3. This appointment is based on the information given by you during the interview stages and shall be considered null and void if any material error, wilful suppression and/or false detail is discovered therein at any time irrespective of the acceptance of this offer letter.
4. This offer letter shall under no circumstances be understood to mean a letter of waiver or an acceptance of any material information disclosed/undisclosed by you; including but not limited to clause 2 above and the Company shall under no circumstances be held liable for your past acts/omissions.

Compensation & Benefits:

5. Details of your compensation and benefits package are as follows:
 - a. You shall be paid as a full time employee.
 - b. For details on CTC, kindly refer Annexure – II & Annexure - III.
 - c. Statutory deductions, as applicable, will be made as per the prevailing laws of the country.
 - d. The Company reserves its rights to pay you additional incentives in the form of bonus/technical allowance depending on - the project you are assigned to, the team involved in the work and your performance. Performance linked bonus/ Annual bonus (as may be applicable based on the prevailing policy), will be paid as per the provisions of the policy, subject to you being a confirmed employee. However, bonus/allowance cannot be claimed by you as a matter of right.
6. The Compensation and Benefits package being paid to you by the Company has been decided based on various factors, inter alia, your professional background and merit. All the compensation related information is **personal and confidential** and you are advised not to disclose/discuss the same to/with any employee of the Company.
7. You will be covered under the group insurance scheme, as per the rules applicable.

Retirals:

8. Gratuity: On Separation from the Company, you will be paid gratuity as per the provisions of The Payment of Gratuity Act i.e., after rendering 5 (five) years of continuous service in the Company. As per the extant rules, the gratuity amount will be calculated @ 15 (fifteen) days on last drawn basic salary for each completed year of service.

Attendance/ Leave:

9. As per the prevailing policy, you are required to work for 8 hours between Monday to Saturday (Between 9 AM and 6 PM). Your working hours will be subject to the actual timings of duty as fixed by the management from time to time. Your duties may require you to work at reasonable hours (over and above the specified hours) without any additional compensation as per the business requirements.
10. You shall be entitled to leave as per the leave policy of the Company.
11. Your absence for a period of 5 (five) working days, without approval of your supervisor (including extension of leave without information for more than 5 (five) working days), would constitute job abandonment and will result in initiation of disciplinary action including but not limited to termination of services without any notice or intimation.

12. If you are at any point of time prevented by ill-health, accident or any other urgent necessity from attending office or performing your duties, you shall bring this to the notice of the Company and furnish appropriate documentation for the same.

Non-disclosure/ Confidentiality:

13. All agreements, confidential and non-disclosure information, contracts, covenants, obligations, etc. entered into by the Company with any other person or entity shall be binding on you.
14. You will not disclose, divulge or communicate any matter pertaining to the Company, to any member of the Press or any other form of print media including but not limited electronic media, without the express and written consent of the Company.
15. As long as you are employed with the Company, you will not disclose or divulge or communicate to any person any information, which is of secret or confidential nature relating to the trade or business of the Company or any information related to methods, processes, appliances, machinery, plant etc. used by the Company.
16. While you are in the services of the Company, you will not divulge details like your compensation structure (CTC), performance rating, performance bonus amount, increment, etc. and any other related information (which you may possess by reason of your role/ responsibility) with any other employee of the Company or any other external agencies, press etc. outside the Company. Any act in breach of this term would entail initiation of appropriate action as deemed fit by the Company.
17. As long as you are employed with the Company, you shall not engage in any outside business or be employed in any capacity for any period by any Company, Firm, Government Department or any other Organisation other than Glowmore Finance Private Limited except with the prior approval of the Company or in the case of specific assignment/ deputation.
18. Every invention or innovation made or discovered by you during the continuance of this employment shall be deemed to have been made on behalf of the Company and shall belong to the Company exclusively and you shall forthwith communicate to the Company, the full particulars of every such invention / discovery, if any.

Transfer:

19. While you will be based out of _____, your services are liable to be transferred to any of the offices/branches of the Company within India at the sole discretion of the Company and during your service, the Company reserves the right to depute you at any time to any of its subsidiaries, associates or

affiliates without taking any prior consent from you. Your terms and conditions of service and the emoluments will not be adversely affected when you are transferred/ or on deputation. It will be your responsibility to make arrangements for your accommodation, unless stated otherwise.

20. Notwithstanding the role/ designation offered to you in the terms of this letter, the Company reserves the right to assign you any other responsibility as may be deemed appropriate and required by the Company depending on business exigencies and requirements.
21. Your services can be utilized by the Company outside business/ working hours for official purposes depending on business exigencies/ requirements.

Resignation/ Termination/ Retirement:

22. (i). In general, the employment may be terminated by either of the parties at any time by giving to the other, either **__month** notice or by payment of compensation equal to **__ month** Gross Salary at the time of termination in lieu of notice. Notwithstanding the above, the Company can terminate your employment at any time without notice or any compensation in lieu of including but not limited to any of the following reasons:

- a. Breach of the Company's mission and guiding principles
- b. Breach of the Company's policies, procedures and standards with respect to integrity, conduct, ethics, honesty, sincerity and loss of confidence
- c. Failure to follow the rules and regulations of the Company
- d. Any false or misrepresented information or any wilfully suppressed material information
- e. Guilty of moral turpitude or of dishonesty in dealing with the Company's material document or theft or misappropriation of the Company's property regardless of the value involved.
- f. Gross negligence or carelessness or inefficiency in performing your duties as envisaged under the Discipline and conduct rules of the company
- g. If you fail, refuse or neglect to carry out and perform your duties assigned to you by the company
- h. Misuse of the Company's property, infrastructure or the premises
- i. Violation of any terms and conditions listed in this appointment letter
- j. Or on any other reason/s which the Company deems fit

(ii). If, at any time in future, it comes to light that any of the information shared by you is incorrect or any relevant information has been withheld, your employment is liable to be terminated without notice or without compensation in lieu of.

(iii). You will automatically retire from the service of the Company on attaining the superannuation age of 58 years. The Company may however extend the services on a case to case basis for a maximum duration of 2 years.

23. The termination of your services by the Company for any of the reasons specified in Clause 22 (i) & (ii) shall be without prejudice to the rights of the Company
- a. To claim damages from you for any loss occasioned to the Company on account of your action leading to the termination
 - b. To obtain restraining orders/injunction against you from using any of the Company's properties, information or contracts which are within your possession or knowledge
 - c. To such remedies against you which the Company shall deem necessary to protect its interests

Other Terms:

1. You will be required to adhere to the uniform policy of the Company.
2. Medical Fitness: In addition to the pre-employment medical check conducted prior to your joining, the Company as and when necessary, may require you to be medically examined by a certified medical practitioner at any time during the period of your service. The Company reserves the right to initiate necessary actions, including termination of employment, if you are found medically unfit to continue with the job. In such an event, you will be given an appropriate notice based on medical report to regain fitness.
3. For official purposes when you travel outside your base location, or when you are on official local travel in your base location, you will be entitled to travel reimbursements according to the Company's standard policy, which will be communicated to you from time to time. All of the above will be subject to taxes, as applicable.
4. You are required to adhere to all the Company policies and procedures whether written or oral, and always act in the best interests of the Company.
5. IT Security: While you are in the services of the Company, you will adhere to the IT Security Policy, Procedures & Practices as prescribed and communicated by the Company from time to time. Any instances of violation or any attempted violation of the aforesaid security policies, procedures and practices on your part shall result in disciplinary actions which may include but not be limited to financial and penal recourse.
6. You will be responsible for ensuring appropriate and proper use of the Company's property and also for the safekeeping and return of all the Company property in good condition which is in your possession, use, custody or charge. In the event of any loss or damage to the Company's property due to misuse, gross negligence, carelessness, or lack of safekeeping, the Company reserves the right to recover from you, an amount as deemed fit to repair/replace the lost or damaged property of the Company.
7. You shall indemnify and keep indemnified the Company against any loss caused or action taken by any person against the Company on account of your actions which are not official in nature or are not done by you in the course of your employment with the Company.

8. Your age mentioned in the Matriculation / Higher Secondary Certificate/ any other certificate produced at the time of joining will be deemed to be the conclusive proof of your date of birth. You will intimate in writing to the Human Resources Department about any change of address within a week from change of the same, failing which, any communication sent on your last recorded address shall be deemed to have been served on you.
9. During the course of your employment, you shall not be a member of any anti-social/anti-national outfits or of any outfit which is declared as banned by the Government. Any act in breach of this term would entail initiation of appropriate action as deemed fit by the Company. During the course of your employment, you will not take part in any action of any manner against the Company and its official(s) for or on behalf of any external bodies/political outfits either as a member or as a sympathizer. Any act in contravention of the above would be treated as prejudicial to the interest and reputation of the Company and will result in initiation of appropriate disciplinary action.
10. The terms and conditions listed in this letter shall be governed in accordance with the laws of India. It is agreed that any dispute of whatsoever nature will be subject to exclusive jurisdiction of laws in India. All disputes and differences arising under this contract, either relating to the interpretation of its terms or otherwise, shall be initially sought to be resolved by the parties mutually or through mediation, failing which the matter shall be submitted for arbitration by a single Arbitrator who will be a Senior functionary of the Company as chosen by the Company in accordance with the provisions of the Arbitration and Conciliation Act, 1996. The place of Arbitration shall be Berhampur and the language shall be English. Any modifications, amendments or re-enactments thereof shall apply to such Arbitration. All matters arising under this Agreement shall be subject to the exclusive jurisdiction of Courts in Berhampur.
11. You will be governed by the Employment Standing Orders as per Industrial Employment (Standing Orders) Act, 1946. You will be governed by the rules and regulations of the Company as amended from time to time. We confirm that this letter constitutes the agreement between us with respect to your employment, regardless of any informal discussions that might have taken place during the hiring process.

For **Glowmore Finance Private Limited**, I hereby understand and accept the terms and conditions of the employment listed above.

Authorized Signatory

Date:

ANNEXURE II – COMPENSATION DETAILS

Name : Emp. Code:
DOJ : Designation:

| Table 1: Total Compensation Breakup | | |
|--|--|-------------------------|
| Sr. No | Component | Amount Per Annum |
| 1 | Fixed CTC (Refer Annexure -III for components) | |
| 2 | Gratuity ¹ | |
| 3 | Mobile/ Data Card ² | |
| 4 | Insurance Benefits | |
| 5 | TOTAL CTC Per Annum (1)+(2)+(3)+(4) | |

Notes - Table 1

1. In accordance with the provisions of Payment of Gratuity Act.
2. Maximum entitlement subject to provisions of prevailing company policy.

For **Glowmore Finance Private Limited**

I hereby understand and accept compensation details listed above.

Authorized Signatory _____

Date: _____

ANNEXURE III – COMPENSATION DETAILS

Name : Emp. Code:
DOJ : Designation:

| Table 2: Components of Fixed CTC | | |
|---|---|------------------------|
| Sr.No. | Description | Amount (in Rs.) |
| 1 | Basic | |
| 2 | HRA | |
| 3 | Conveyance | |
| 4 | Uniform Allowance | |
| 5 | Food Allowance | |
| 6 | LTA | |
| 7 | Medical Reimbursement | |
| 8 | Special Allowance | |
| 9 | Gross Salary (1)+(2)+(3)+(4)+(5)+(6)+(7)+(8) | |
| 10 | PF Employer Contribution ¹ | |
| 11 | Fixed CTC Per Month (9)+(10) | |
| | Deductions | |
| 12 | PF Employee Contribution | |
| 13 | Net take home pre-tax (9) - (12) Per Month | |
| 14 | Fixed CTC Per Annum (11)*12 | |

For **Glowmore Finance Private Limited**

I hereby understand and accept
The compensation details listed above.

Authorized Signatory

Date:

Chapter 3: Joining Formalities

1. Before an employee joins the organisation/during the training phase (as applicable), HR makes the following arrangements in coordination with the respective support teams –
 - Arrange for Computer (Laptop/ Desktop, as applicable)
 - Creation of employee personnel file
 - In case of FCO, BM, AM and RM, HR coordinates with the Operations Head for allocation of Branch/ Hub/ Region.
 - Creation of Mail Id
2. On the day of joining HR makes arrangement/ provides for the following:
 - Allocation of Employee Code
 - Opening of Bank Account (as applicable)
 - Initiation of ID Card process
 - Inclusion in Employee benefits scheme such as life insurance, health insurance, gratuity, PF, ESIC (if applicable), etc.
 - Creation of Id for operational software
3. An employee is required to fill in the following forms on their first day with GLOWMORE
 - Employee Information Form
 - PF, gratuity, ESIC, health and life insurance nomination Form
 - Referral Information Form (refer Form 1 under Recruitment and Selection)
 - Joining Report (refer Form 4)
4. As part of joining formalities, an employee has to submit the following documents on the day of joining at GLOWMORE
 - Two copies of recent passport size photographs
 - Copies of all educational certificates
 - Copies of ID proof/ Address proof document
 - Relieving letter from previous employer, if applicable (can be submitted within 30 days of DOJ)
 - Last salary slip / Proof of last salary drawn, if applicable
 - Form 16, if paying tax previously

Form 4 - Employee Information Template

1. EMPLOYEE DETAILS:

| | |
|-----------------|--|
| Employee Name | |
| Employee Code | |
| Designation | |
| Date of Joining | |

Affix a recent photograph

2. EDUCATION:

(Kindly share a copy of your educational certificates)

| Educational Qualifications | Discipline | Year of Passing | Institution / University & Location | Full time / Part time | Marks (%) |
|----------------------------|------------|-----------------|-------------------------------------|-----------------------|-----------|
| X th | | | | | |
| XII th | | | | | |
| Under-Graduation | | | | | |
| Post-Graduation | | | | | |
| Others | | | | | |

3. EMPLOYMENT HISTORY:

(Kindly key in the descending order of employment. Please share your experience and relieving letters)

| Name of Company | From | To | Designation | Role |
|-----------------|------|----|-------------|------|
| | | | | |
| | | | | |

Reason(s) for leaving the previous employer:

4. CONTACT PARTICULARS:

| | | |
|------------------------------|--------|--------|
| a. Current address: | | |
| Phone | Mobile | E-mail |
| b. Permanent address: | | |
| Phone | Mobile | E-mail |
| Emergency Contact Number | | |

5. PERSONAL DETAILS:

| | | | |
|---------------|---------------|---|--|
| Gender | Male / Female | Date of Birth | |
| Father's Name | | Nominee Name & relationship (for accident Insurance) | |
| Blood Group | | Marital Status (if married, specify Wedding date) | |
| Nationality | | | |

6. BANK DETAILS:

| | | | |
|-------------|--|--------------|--|
| Bank Name | | Bank Branch | |
| Account No. | | PAN Card No. | |

7. DEPENDANT DETAILS:*(For Group medical insurance)*

| S. No | Name | DOB/ Age | Relationship | Marital Status & Employment Status <small>(Specify Married/ Unmarried/ Widowed & Employed/ Unemployed)</small> |
|-------|------|----------|--------------|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

I hereby declare that all the above information is true to the best of my knowledge and I will keep HR informed of any change in the above particulars from time to time.

Signature of the Employee

Date

Form 5 – Interview Assessment Sheet

| PERSONAL INTERVIEW ASSESSMENT FORM | | |
|--|---|---|
| Position Applied for: | | If Yes, then please specify Name, Branch & Designation |
| Source: | | |
| Friends/ Relatives Employed with GLOWMORE | Yes/ No | |
| Name of the candidate: | | DOB/ Age : |
| Highest Qualification : | | Experience in: Years |
| Assessment Area | Rating (On 5 - 1) | Comments |
| Positive Energy (<i>Conveys enthusiasm and confidence in the ability to achieve goals and be successful.</i>) | | |
| Listening Skills (<i>Accurately and empathetically extracts both the content and the intent behind messages, provides appropriate responses</i>) | | |
| Subject Knowledge (<i>Demonstrates knowledge on the subject. Ability to handle any query related to the subject including the standards & practices if any, tools as applicable</i>) | | |
| Domain Knowledge (<i>Understands macro picture of finance industry, microfinance and related aspects. Is aware of the industry practices and has the ability to comprehend well.</i>) | | |
| Adherence/ Integrity & Ethics (<i>Answers with integrity, focuses on doing the right thing and doesn't sacrifice integrity or viability to deal with short term pressures</i>) | | |
| Cultural Fit (<i>Conveys an attitude suitable for the organisational culture; shows interest in the operational areas of GLOWMORE and for our mission</i>) | | |
| Interpersonal Skills (<i>Exhibits the necessary interpersonal skills required for the job</i>) | | |
| OTHER COMMENTS | | |
| <p align="center">Can be considered for the next round : Yes/ No</p> <p>FINAL RESULT</p> <p align="center">Selected/ Rejected/ On hold/ Can be considered for any other position</p> <p><i>If for some other position, please specify reasons:</i></p> | | |
| Interviewer's Name | Interviewer's Signature & Date | |

Chapter 4: Employee Records – Personnel Files & MIS

1. Local HR maintains the records of all employees at the GLOWMORE. Personnel files are maintained for each employee and this will contain the following:
 - Cover Sheet (Form 6)
 - Resume of the employee (as submitted during the interview process)
 - Written tests/ Answer sheets (as applicable)
 - Personal Interview Assessment Sheet (Form 5)
 - Records of all Pre-employment formalities (Reference Check, Medical Report etc.,)
 - Duly acknowledged appointment letter
 - Employee Information Form (Form 4)
 - Educational/ Professional experience records
 - Performance reports of training (as applicable)
 - Other records related to employment, compensation, performance reviews, and other pertinent documentation
2. Access to Personnel Files:

Personnel file of each employee should be maintained and should include all the above contents

 - Access to personnel files is restricted and HR is solely responsible for ensuring confidentiality. Only HR, MDs/ Directors, Auditors and Statutory Bodies have the right to access the personnel file of an employee.
 - Any manager who wants to access the personnel records of their reportee(s) should contact HR with the approval of their reporting manager.
 - On approval from GLOWMORE MD, any committee constituted by the company can access records of the concerned employee's personnel file that are pertinent to the subject being handled.
3. Change in Information:

It is the responsibility of each employee to ensure that their employment records are up-to-date. Any changes in residential address, marital status, contact number, emergency contact details, educational qualification, nominations (as applicable for statutory benefits and other Employee benefits) and any other relevant information must be notified to HR within a week following the change.
4. Disclosure of Information:
 - The information contained in the personnel file of an employee is used by HR to respond to queries from external agencies about current employees or ex-employees.
 - HR will only confirm date(s) of employment, designation and the location of work for such external reference checks conducted on ex-employees or any other government body requiring information on current employees.
 - Disclosure of any other information like compensation details, information of supervisor etc. will be entertained only on receipt of a written/mail request. Disclosing such information is solely at the discretion of HR with prior approval from the MD.

Form 6 - Personnel Cover Sheet

| | | | | |
|-------------------------------------|--|-----------------------------|--|-------------------------------------|
| Date of Birth | | Gender | | Space for pasting photograph |
| Marital Status | | Blood Group | | |
| Father's Name | | Permanent Address | | |
| Wedding Date (If applicable) | | Nationality | | PAN No. |
| Qualification @ Joining | | Experience @ Joining | | Emergency Contact No. |

EMPLOYMENT PARTICULARS

| | | | |
|------------------------------|--|-------------------------------------|--|
| Service Date | | Entity @ Joining | |
| Designation @ Joining | | Bank Account No. | |
| | | Current PF No. (As on -----) | |

EMPLOYMENT RECORDS

Pre-Employment

| | | | |
|------------------------------------|-------------------------|---|---------|
| Written Test records | Yes/ No | Employee Profile | Yes/ No |
| Interview Records | Yes/ No/ Not applicable | Medical Report | Yes/ No |
| Reference Check Form | Yes/ No | Reference Check Report | Yes/ No |
| Employee Credentials | | | |
| ID Proof Record | Yes/ No | Address Proof Record | Yes/ No |
| Academic Credentials Specify _____ | Yes/ No | Previous Employment Credentials Specify _____ | Yes/ No |
| 1. | | 1. | |
| 2. | | 2. | |
| 3. | | 3. | |

During Employment

| ON JOINING | | | AFTER JOINING | | |
|-----------------------------------|---------|--------------------|-----------------------------------|-------------------------|--------------------|
| Appointment Letter | Yes/ No | Letter Date: _____ | Date of Confirmation | Yes/ No/ Not applicable | Letter Date: _____ |
| Actual Confirmation Date | Yes/ No | Letter Date: _____ | If applicable... | Extension/ Termination | Letter Date: _____ |
| Signature of HR & Date | | | Signature of HR & Date | | |

Form 7 - Personnel File Checklist

| | |
|---------------------------------|-----------|
| 1. Resume/ Curriculum Vitae | : Yes/ No |
| 2. Passport Size Photo (3 nos.) | : Yes/ No |
| 3. Academic Certificates | |
| a. Consolidated Mark sheet | : Yes/ No |
| b. Transfer Certificate | : Yes/ No |
| c. Identity proof | : Yes/ No |
| d. Address Proof | : Yes/ No |
| 4. Experience Certificate | : Yes/ No |
| 5. Referral Check Form | : Yes/ No |
| 6. Employee Information Form | : Yes/ No |
| 7. Appointment Letter | : Yes/ No |

Chapter 5: Dress Code

1. To maintain office decorum, all employees are expected to follow prescribed dress code and it is important to observe and respect local custom.
2. All GLOWMORE employees are expected to wear formal dress from Monday to Friday and casual dress on Saturday. Employees are expected to display their ID cards when in office and on official duty.
3. When not in formal, all GLOWMORE employees are expected to dress in a manner that indicates professionalism with due consideration of the local custom.

Men: Plain or striped shirts in light shades, dark trousers and formal leather shoes. Jeans/slippers/ sandals are not acceptable

Women: Saree or salwar kameez, formal trousers/ skirts, plain or striped full-sleeved shirts/ tops and shoes/ slippers/ sandals.

Chapter 6: Induction

1. All GLOWMORE employees undergo induction training which facilitates understanding of GLOWMORE Mission, vision, core values, culture, policies & procedures, code of conduct and rules of the organization. Refer training manual for training policy for further details on induction.
2. The induction plan for corporate employees will be as below:
 - Induction at GLOWMORE HO level on joining
 - Undergo a one-week assimilation program at GLOWMORE inclusive of branch visits to understand the ethos of the GLOWMORE business
3. GLOWMORE Head designates will have a specific induction plan as elaborated:
 - Induction at GLOWMORE HO level on joining
 - Undergo an immersion program at one of our vintage GLOWMORE. Focus of program will be as follows:
 - Understanding intricate nuances of GLOWMORE Mission, Vision, core values, culture, policies & procedures, code of conduct and rules of the organisation.
 - Wearing the hat of a Field Credit Officer and working on the field as a Field Credit Officer to understand the business working of each branch.
 - Shadow BM, AM and RM to understand the role and function of BM, AM and RM
 - Work closely with GLOWMORE Head of vintage GLOWMORE to understand the role of a GLOWMORE Head in detail

Chapter 7: Leave Policy

Introduction

The purpose of this policy is to evolve and maintain a system for providing leave to all employees without having an impact on the business and being compliant with statutory requirements. The policy also sets an outline on the procedure for availing leave. This Policy has been framed in alignment with global best practices of encouraging employees to take leave in order to recuperate, pursue other interests or discharge other responsibilities thereby enabling employees to discharge their official responsibilities with energy and passion.

Applicability

Generic scope of this policy includes:

- Applicability of the leave policy is on a calendar year basis i.e. 1st January of a year to 31st December.
- Any employee who joins the organization during the year shall be entitled to Leaves such as Earned Leave, Casual Leave on a pro-rata basis
- Leave requests would require reporting manager approval

Types of Leave

1. Casual Leave (CL)
2. Earned Leave (EL)
3. Maternity Leave (ML)
4. Paternity/Adoption Leave (PL/AL)
5. Compensatory Off (CO)

Casual Leave (CL)

12 Days (credited at the rate of 1 day per month) or as prescribed by the local statute such as Shops & Establishment Act, if applicable

Operative Guidelines:

- Casual Leave cannot be carried forward to the next year's Leave calendar
- Casual Leave requests should be made at least 2 days in advance except in unforeseen emergencies
- Eligibility: From the date of joining.

Earned Leave (EL)

Entitlement: 18 Days (credited at the rate of 1.5 day per month) or as prescribed by the local statute such as Shops & Establishment Act, if applicable

Operative Guidelines:

- EL balance can be carried forward to the next year's Leave calendar
- EL to be applied at least 15 days in advance
- EL can be encashed with condition that he/she should have minimum of 18 days of leave balance after encashment.
- A maximum of 54 days EL balance can be accrued. EL balance after 54 days will be encashed automatically and come with that month's salary.
- Application for EL encashment can be reached to HR on or before 20th of the month.
- An employee can avail EL only after job confirmation.
- Eligibility: From the date of joining

Maternity Leave (ML)

To provide leave for women employees during the final stages of pregnancy, at the time of delivery and period of recovery and/or in case of miscarriage

Applicability / Eligibility: All women employees who have completed a minimum of 80 days service, immediately preceding the date of delivery are eligible for ML.

Operative Guidelines:

- As per the Maternity Act, 26 weeks of leave inclusive of delivery date can be availed
- Leave for 6 weeks in case of miscarriage, following / inclusive of the date of miscarriage can be availed
- Holidays, off days falls in the leave period will be treated as ML.
- In addition to the aforesaid ML benefit, leave for a maximum period of 30 days can be availed, in case of illness caused out of premature delivery, pregnancy and miscarriage
- ML can be availed of up to two times during an employee's tenure with the organization
- Request to avail ML must be duly approved by the respective manager and communicated to HR at least 30 days in advance to commencement of leave (in the normal circumstances)
- ML would not be treated as break-of-service and all benefits (other than any other category of leave) due in the normal course would be payable
- ML can be clubbed with EL and CL subject to availability and not exceeding 30 days
- Leave exceeding entitlement / without approval would be treated as Loss of Pay

Paternity / Adoption Leave (PL/AL)

Entitlement: 5 Days

Eligibility: On confirmation

Applicability: All confirmed male employees (in case of Paternity Leave) & all confirmed employees (in case of Adoption Leave)

Operative Guidelines:

- Employees can avail of Paternity leave for a maximum of 5 working days (holidays excluded) within 30 days of the birth of the child
- PL can be availed of up to two times during an employee's tenure with the organisation
- Paternity leave can be availed only by married male employees
- Request to avail Paternity Leave must be duly approved by the respective manager and communicated to HR at least 2 days in advance to commencement of leave
- Paternity Leave cannot be clubbed with any other leave
- Leave exceeding entitlement / without approval would be treated as Loss of Pay

Adoption leave is applicable only if the adopted child is less than one year old. In case of adoption, the following guidelines apply –

- Employees can avail Adoption leave for a maximum of 5 working days (holidays excluded)
- Adoption Leave is restricted to a maximum of two instances during the employee's tenure and up to two living children only
- Request to avail Adoption Leave must be duly approved by the respective manager and communicated to HR at least 2 days in advance to commencement of leave
- Adoption Leave cannot be clubbed with any other leave
- Leave exceeding entitlement / without approval would be treated as LOP

Compensatory Off (CO)

The purpose of Compensatory Leave is to provide paid leave to all employees as compensation for working on a weekly off or on a holiday due to work exigencies.

Operative Guidelines:

- Compensatory off should be availed within 3 months of its credit, else it shall lapse
- Compensatory leave cannot be encashed or given in advance or clubbed with any other leave
- Compensatory Leave application should be applied 2 days in advance to reporting manager for the purpose of planning work
- Compensatory Leave cannot be carried forward to the next year's Leave Calendar

Unauthorized Absence

Any leave which is not approved or not authorized by the respective manager would be treated as absenteeism and will be considered under LOP even if there is leave to the credit of an employee. Absenteeism will be viewed seriously and if found illegitimate, appropriate disciplinary action would be initiated.

If an employee is absent for more than three five days without any information (including extension of leave without approval), he / she will be considered to have abandoned the job and appropriate action will be initiated by HR.

General Guidelines to Leave

- Where employees are required to travel / meet with customers / stakeholders, he / she will be governed by the working hours and holidays of the branch / GLOWMORE.
- While on leave no employee shall take up any kind of employment or occupation whatsoever. Taking up alternative employment during the period of leave can lead to termination.
- A minimum of 0.5 days can be availed under CL.
- Any exceptions in leave due to exigent circumstances can be availed on approval of Head of GLOWMORE/ MD
- For the purposes of calculating the leave entitlement, an employee who has joined / confirmed between 1st and 16th of the month will be considered for leave entitlements in their month of joining/ confirmation on pro-rata basis. For those who join / get confirmed after the 16th of any month shall have their leave credits from the subsequent month.
- Taking leave does not affect continuity of service. However, leave taken on a regular basis or frequent absenteeism would call for disciplinary action. This will have a bearing on the employee's performance track record.
- Employees should responsibly plan their leave and bring it to the notice of their respective manager sufficiently in advance (except during exigencies), such that it does not affect day-to-day activities of the branch.
- An employee proceeding on leave shall ensure replacement/ necessary backup for his/her role in their absence.
- Leave cannot be availed during notice period and any leave availed while serving notice period will be on Loss of Pay or result in an extension of notice period at the discretion of reporting manager. Any exceptions to this or waiver requires prior approval from the MD or Head – SBU (as applicable).
- Availing leave is not a matter of right. Company reserves the right to refuse leave to any employee due to business requirements or considering the legitimacy of leave.
- An employee shall compulsorily avail himself / herself leave of a minimum of 5 days of leave in a year which hereinafter will be referred as "Mandatory Off".
- Holidays / Sundays falling within the period of leave taken will NOT be treated as leave days under the total leave period. Only leave taken on working days will be considered as leaves.
- All leaves required mandatory written/mail approval in advance.
- In case of emergency, the employee can avail leave with telephonically approval and take written/mail approval after resuming duty.

- Absence without duly sanctioned leave will be deemed to be absence without permission and mark “A” in the attendance register.
- Absence without duly sanctioned leave beyond 5 days will be treated as “Absconding” and will be considered adequate reason for termination of employment.
- Employee’s leave will not be adjusted / deducted on event of any “Election” against Govt. circular.
- The HR department maintains leave records and employees shall ensure that their leave record is updated and communicated to HR within two working days on resuming duty.
- Leave applied of any type can be cancelled only on receipt of approval from Reporting Manager

Chapter 8: Compensation & Benefits

Introduction

Glowmore Finance Private Limited (GFPL) provides compensation and benefits program that ensures external and internal equity. The benefits program at GLOWMORE is designed in accordance with the local needs and this will help

- to protect employees against significant financial losses due to sickness, disability, or death
- to provide employees adequate time to unwind (Eg: Paid Leave & Holidays)
- to provide a means for retirement savings (Retiral benefits)
- to provide all statutory benefits in accordance with the law

Objective

GLOWMORE administers this policy in accordance with the applicable statutory and regulatory requirements and in accordance with the principles of equal employment opportunity to all employees regardless of gender, caste, creed, class, colour, citizenship status, national origin, religion, region, marital status, disability of any kind, political affiliation or any other factor. GLOWMORE believes in a culture of meritocracy and follows the pay for performance principle.

It is binding on each employee to maintain confidentiality on all the information related to their compensation, as per the Company policy.

Salary Range

GLOWMORE has a salary structure with specific ranges designated for particular types and levels of jobs, as determined through the job evaluation process. Salary range for jobs is established through a combination of internal as well as external benchmarking. GLOWMORE complies with statutory requirements like Minimum Wages, PF, Labour Welfare Fund, Gratuity, Professional Tax etc. in arriving at salary benchmark for our employees.

Salary Components

All salary components are taxable as per provisions of the Income Tax. Standard salary components include:

- **Basic**
This is fixed between 40-50% of Gross and most of the other salary components are derived based on the basic pay.
- **HRA**
This is fixed at less than or equal to 40% of basic for non-metros and 50% of basic for metros (metros: Delhi, Mumbai, Berhampur and Kolkata).
- **Conveyance**
Conveyance allowance is 10% of basic pay.

- **Medical Allowance**

Entry level employees are not eligible for Medical Allowance whereas this component is part of the compensation structure of all other employees. This allowance is capped at Rs.1250 per month.

- **Food Allowance**

- **Uniform Allowance**

- **Leave Travel Allowance (LTA)**

LTA is capped at 10% of basic for employees with taxable income

- **Special Allowance**

- **Statutory Components**

- a. **PF** - As per the Employees Provident Fund and Miscellaneous Provisions Act 1952, both employee and employer contributes 12% each of Basic pay.
- b. **Employer ESI** - As per the provisions of the Employees' State Insurance Act, 1948, the employer contributes 4.75% of gross salary in cases where employees' draws a gross salary less than Rs.21000 per month. Applicability of ESI depends on the government notification on the applicable areas and currently this applies to employees operating out of Thanjavur Headquarters

- **Deductions**

The company will make statutory deductions like PF, ESI, Labour Welfare Fund, Professional Tax and IT based on eligibility from employees' salary every month. Professional tax is deducted on monthly basis.

Additional Benefits: Employee Insurance

Objective:

To provide all employees an additional benefit in terms of insuring their lives as also providing medical coverage to employees and their near family members. Employees have the flexibility of choosing 4 of their family members as their dependents. Employee insurance renewal will be handled based on Procurement Policy.

Employee Insurance Settlement of Claims Process

- Claim forms to be sent to Insurance company/ Broker representative
- HRs in addition to share a scanned cancelled cheque from employee along with employee email ID to Insurance company/ Broker representative
- Insurance company/ Broker representative to send an email confirmation of the claim settlement credit to employee keeping in loop respective HR
- On claim approval, the claim amount gets credited to employee's account directly

Employees will be covered by group insurance as per grades and the group insurance cover would be as follows:

| Designation | GMC | GPA | GTL |
|--|------------|-----------------------|------------|
| MD, Head – GLOWMORE, MD Direct Reports | 500,000 | 4 times of Annual CTC | 30,00,000 |
| Sr. Manager, Manager, Regional Manager | 300,000 | 4 times of Annual CTC | 20,00,000 |
| Branch Manager, Area Manager | 200,000 | 4 times of Annual CTC | 15,00,000 |
| Field Credit Officer | 200,000 | 4 times of Annual CTC | 10,00,000 |

Salary Credit / Pay Slip Distribution

Salary will be credited in employees savings bank account on the last working day of the month. It is recommended that every employee should open an account in respective bank to facilitate salary transfer.

Pay slip of each employee will be mailed to employees in the first week of the subsequent month.

Salary Revisions and Adjustments

MD & MD of GLOWMORE approves annual salary increase and range adjustments.

Annual Salary Revisions

- Based on the performance of the company and individual GLOWMORE, the MD allocates pool for increment
- On MD's approval, approved annual increases are effective from the beginning of Financial Year.

Salary Revisions Due to Profile Changes

When an employee's profile is changed, HR shall ensure that the salary is set within the appropriate salary range for the new profile

Adjustments

- a. HR may initiate compensation survey as part of its benchmarking exercise and decide to take suitable steps in accordance with the survey findings
- b. Adjustments must be approved by MD

Salary Disputes

HR seeks to provide a fair and equitable compensation system and will provide recommendations that comply with these policies and procedures. If an employee disagrees with a management decision on compensation, he/she may use the Feedback Mechanism (Refer chapter Feedback mechanism) to seek resolution. If HR and the GLOWMORE Head cannot agree on a compensation related concern raised by an employee, HR may seek additional review from the GLOWMORE MD. A written memo stating the relevant facts is sent to the GLOWMORE MD for his/her review and recommendation. MD is the final arbitrator on compensation related disputes.

Chapter 9: Employee Transfers

Objective

The objective of this policy is -

- To help Business Units with desired talent in case they are unable to source local talent
- To show growth path to deserving employees which may not be readily available in their parent location
- To fulfil the needs of employees for possible placement to a location of their choice

Applicability

Employee transfer is defined as a permanent movement of an employee from one location to another. Deputations are not within the purview of this policy.

Types of Transfers

Listed below are the various types of Transfers that are likely to arise in GLOWMORE.

- Transfer from one branch to another within a GLOWMORE
- Transfer to HO from branch
- Transfer to branch from HO

Right of the Company

Company reserves the right to transfer or not to transfer employee(s) from one location to another, one position/ department to another, to different locations, to different shifts, temporarily or permanently, as per business requirements and special needs.

Transfer can be affected for any (but not limited to) of the following reasons

- a. Business expansion requirements
- b. To provide replacement for a specific position in a specific location or fill a new requirement in a defined location as per company needs
- c. To bridge manpower deficit or to provide reinforcement in view of business requirement
- d. Placement based on compassionate grounds

Chapter 10: Travel Policy

Introduction

This document defines the policy to be followed when traveling on official duty. The purpose of the policy is to ensure that all employees depending on their cadre, travel need and the location they travel to, are compensated to cover their expenses.

Applicability

This policy applies to all permanent employees who travel on behalf of the Company on pre-approved official work. This policy applies to all domestic travel and International travel is not covered in the scope of this policy.

Travel Bookings

While making travel arrangements, employees are encouraged to exercise prudent business judgement as per guidelines listed under this policy at all times.

- Employees are advised to make their own travel bookings and accommodation arrangements
- Employees are encouraged to use public transport/auto/pre-paid taxis/ cab service providers. Car hire should be selectively used depending on the location and usage. This is restricted to MD and his direct reports. For any other category, prior written approval of the MD/ Department Heads is a must.
- In the event of cancellation of any bookings, employees need to obtain approval and bring the cost to the notice of the reporting manager/ approving authority

Guidelines for Claiming Allowances

- All allowances mentioned in this policy will be reimbursed only on production of actual bills
- If an employee want to make their own arrangement for personal stay don't want to stay in hotel during official tour, he/she can claim halting allowance of 30% of hotel eligibility amount.
- During personal stay, the employee cannot claim any food allowance.
- The eligible amounts mentioned in the table titled 'Hotel Allowance/ Company Provided Accommodation' is the maximum amount which will be borne by the company
- In case bills are lost, duplicate bills may be produced.
- Bills for Alcoholic beverages cannot be claimed
- All travel claims will be approved by their reporting authority and sent to accounts department.
- Use of the most economical mode of transportation is encouraged (e.g. to and from airports, bus and train terminals)
- The travel reimbursement for official local travel will be done at Rs.3 per km for two-wheeler and at Rs.10 per km for four- wheeler.
- Duly filled and approved expense reimbursement claim form (refer Form 9) is to be submitted to the Accounts department of Glowmore, as applicable, along with all supporting documents within a week from the date of completing the travel.
- No need to submit the bills for auto and food claims. Approving authority should ensure that the reasonable amount has been claimed by their reportees.

Travel Advance

- An employee can avail up to a maximum of 25% of his/her monthly CTC as advance
- Advance should be settled within 5 working days from the date of returning from travel
- Duly filled-in Advance requisition form (refer Annexure – 1) is to be forwarded to Accounts team with approval from reporting manager two working days prior to travel in order to avail Travel Advance

Travel Mode, Local Conveyance Mode, Hotel and Food Allowance Eligibility

| Designation | Travel Location | Travel Mode | Local Conveyance Mode | Eligible Amount: Hotel | Eligible Amount: Food |
|--|-------------------------|--|-----------------------|------------------------|-----------------------|
| Finance Credit Officer | Metros & State Capitals | Train: Sleeper Class Bus: Delux/Sleeper | Auto | Rs.1500/ day | Rs.300/ day |
| | Other Locations | | Auto | Rs.999/ day | Rs.200/ day |
| Branch Manager/Area Manager | Metros & State Capitals | Train: 3AC Bus: AC Sleeper | Auto | Rs.2000/ day | Rs.400/ day |
| | Other Locations | | Auto | Rs.1500/ day | Rs.300/ day |
| Sr.Manager, Manager, Regional Managers | Metros & State Capitals | Train: 2AC Bus: AC Sleeper | Taxi | Rs.2500/ day | Rs.500/ day |
| | Other Locations | | Taxi | Rs.2000/ day | Rs.400/ day |
| MD and Direct Reportees | Metros & State Capitals | Train: 2AC/1AC Bus: AC Sleeper | Taxi | Rs.3000/ day | Rs.700/ day |
| | Other Locations | Flight: Economy | Taxi | Rs.2500/ day | Rs.500/ day |

Form 8: Travel Advance Requisition Form

| | | | |
|---|------|------------------|-------|
| Glowmore Finance Private Limited - Advance Requisition Form | | | |
| Employee Name | | Employee Code | |
| Team | | Current Location | |
| Travel Particulars | | | |
| Travel Dates | From | To | |
| Location | | | |
| Purpose | | | |
| Advance Particulars | | | |
| Advance amount requested | | | |
| Justification of the request | | | |
| Signature of the employee | | | Date: |
| To be filled in by the approving authority | | | |
| Recommendation: | | | |
| Rs. _____ (in words :) be paid to the above mentioned employee. | | | |
| Name of the approving authority | | | |
| Signature | | | |
| Date: | | | |

Form 9: Travel Expense Report/ Reimbursement Claim Form

| GLOWMORE FINANCE PRIVATE LIMITED Expense Report/ Reimbursement Claim Form | | | | | | | | | |
|---|-----------------------|-------------------------------|-----------------|---|--|---|---------------------------------|-------------------|-----------------|
| Please choose the applicable cost centre and indicate percentage of overall travel to be apportioned to the cost centre. This form can be used for multiple cost centres. If there are more than three cost centres, please copy paste rows, as applicable. | | | | | | | | | |
| Please copy paste rows wherever required | | | | Please choose the Cost Centre and type the percentage allocation in adjacent cell | | | | | |
| Employee Name | | | | Cost Centre | | | | | |
| Employee Code | | | | Cost Centre | | | | | |
| Designation | | | | Cost Centre | | | | | |
| Team | | | | Grade | | | Location, | | |
| Travel Particulars | | | | | | | | | |
| Travel Dates | From: | | | To: | | | Travel Mode | | |
| Travel Place | From: | | | To: | | | From: | | |
| Ticket Particulars (If paid by Self) | Ticket Number | | | Amount (in Rs.) | | | Ticket Number | | |
| Purpose of the Travel | | | | | | | | | |
| Lodging Expenses (Accounts to validate Allowance claimed based on Policy) | | | | | Miscellaneous Expenses (Includes Meal Expenses (for non-GLOWMORE locations), Laundry etc.,) | | | | |
| Place of Stay | | | | | Date | Expense Head | Supporting Available (Y/N) | Remarks/Comments | Amount (In Rs.) |
| Duration | From: | | | To: | | | | | |
| Type of accommodation | Single | | | Double | | | | | |
| Total Expenses Incurred for lodging | | | | Yes | Total Miscellaneous Expenses Sub Total (A) | | | | 0.00 |
| Allowance applicable as per policy per day (State the amount) | | | | | Travel & Local Conveyance Expenses (D) | | | | |
| Date | Allowance for the Day | Supporting available (Y/N/NR) | Amount (in Rs.) | Remarks/Comments | Mode of Transport | Supporting available (Y/N) | Amount (in Rs.) | Remarks/ Comments | |
| | | | | | | | | | |
| | | | | | | | | | |
| Sub Total (B) | | | Rs. - | | Sub Total (C) | Rs. - | Total Expenses Incurred (A+B+C) | | Rs. - |
| Advance Received (In Rs.) | | | | | | | | | |
| Signature of the employee | | | | | Date: | Total Amount to be reimbursed (Expenses Less Advance taken) | | | Rs. - |
| Please transfer the amount of | | | Rs. - | Vide | Account Transfer | to account no: | | | |
| Name of the approving authority | | | | | Remarks: | | | | |
| Signature & Date | | | | | | | | | |
| * Note: Incomplete claim form will not be processed. Mention of duration, place of travel, boarding passes, cost centres mandatory | | | | | | | | | |

Chapter 11: Performance Management

Introduction

Performance Management System enables alignment of Individual objectives to the overall corporate goals thereby accomplishing organizational mission. For an organization to rapidly progress towards its mission, it is essential that each employee's performance is supported and recognized in a well-defined manner. Performance management empowers employees to perform their work effectively and support their personal and professional development continuously. Performance management processes help employees and the concerned team and managers to develop their knowledge, skills and attitude enabling them to contribute to the achievement of the organization's goals and derive personal and professional satisfaction.

Purpose

This policy establishes a system that compliments and supports other HR systems and processes. Some of the systems that are directly interlinked with PMS include –

- Promotions, Transfers and Job Rotation (including Job enlargement)
- Human Resources Planning & Staffing
- Training & Development
- Compensation & Benefits
- Career & Succession Planning
- Competency Management System
- Talent Management

This policy also defines standards and procedures according to which employees' performance shall be managed i.e. performance planning, performance monitoring, performance assessments, recognition and rewarding of exceptional performance as well as managing poor performance. This policy also outlines key roles and responsibilities of various stakeholders involved in the processes for managing performance.

Objective

- To institutionalize the Performance Management System that supports individual employee, departmental & organizational growth thereby creating a performance driven culture
- To assess performance of employees objectively on competencies identified and mapped for each role/position
- To define the guidelines and standards on which performance of employees will be monitored, measured and improved in order to enhance efficiency, effectiveness and improve Individual and organizational performance
- To provide a framework for systematic planning of Performance Objectives at the beginning of the year
- To ensure that individual objectives are aligned to the organization's goals
- To identify gaps in performance and take necessary actions to ensure the achievement of organizational and individual goals
- To provide inputs on Individual Training & Development needs

Applicability

All employees joining the organization on or before 30th September of any financial year would be eligible for going through the appraisal process of that year.

Policy

GLOWMORE is committed to maintaining a constant focus on quality of work, defined standards/ expectations or desired results and continual improvement to respond to the dynamic operating environment.

It is the policy of the company to ensure that –

- There is a defined performance management system and every employee's performance is managed in a consultative, supportive and non-discriminatory manner in order to enhance organizational efficiency, effectiveness, and accountability for achieving desired results.

- Performance management process is fair, consistent, promotes learning and contributes to the achievement of desired results at individual, team and organizational level.
- Performance management processes are developmental, and recognizes effective performance, and also responds effectively to unsatisfactory performance.
- Performance management procedures minimize the administrative burden on assessors while maintaining transparency.

The performance management system encompasses the following key elements -

- Clarity of role and purpose: Any work performed by an employee contributes to organizational goals. This is ensured by way of an explicit and up to date job description which reflects the skills and competencies required from the employee and establishes the performance indicators and key accountabilities of the position
- Clarity on expectations: Employees have a clear understanding of the quality and quantity of work expected from them. This is ensured by way of performance planning which establishes the link between organizational or team objectives and agreed indicators of individual performance
- Feedback: Employees receive regular feedback about performance in comparison to expectations. Feedback and review enables employees and the respective managers to identify areas for improvement and learning & development opportunities. Performance that does not meet expectations is addressed and clearly communicated to the concerned employee.

The performance management process is based on the below principles -

- a. Openness and transparency
- b. Focus on continual improvement
- c. Objectivity and fairness
- d. Mutual obligation between an assessee and the assessor
- e. Explicit agreed expectations
- f. Empowering and supportive environment

Structured planning, feedback and review will be conducted annually and will be supported by more frequent and regular performance planning/ feedback as needed.

Performance management is a confidential process, with access to any documentation resulting from the performance management process available only to the assessee and the respective assessor(s).

The policy when successfully deployed will yield the outcomes as listed below –

- a. Shared understanding of the organization's purpose
- b. Recognition of employee accomplishments
- c. Improved employee well-being
- d. A culture of continual improvement and feedback

Responsibilities & Accountabilities

HR - The responsibility of HR in Performance Management System includes but not limited to –

- a. Understand, plan and design an appropriate PMS framework integrated with business metrics
- b. Propose, design and develop methods to assess the performance in accordance with the changes in the business environment
- c. Customize the PMS framework for different categories/ types of employee based on the operating context
- d. Facilitate deployment, communication and support assessee and assessor

Assessee - It is expected that all assesses will take responsibility for their performance and perform their duties in a competent and efficient manner to meet the expectations and achieve desired results. Hence an assessee's responsibilities include but not limited to -

- a. Be actively involved in the performance management processes
- b. Continuously improve their performance and be accountable for their objectives
- c. Ensure that all the appropriate documentation at all stages are completed

Assessor

Assessor's responsibilities are to -

- a. Ensure that their assessee have clear, up to date and defined objectives/ goals: goals should be SMART -
Specific
Measurable
Achievable
Relevant
Time-bound
- b. Ensure that structured and regular feedback is provided to assessee regarding the achievement of performance against agreed outcomes
- c. Ensure appropriate authority is provided to accomplish the assigned responsibilities and accountabilities
- d. Ensure performance management processes conducted with each assessee are documented
- e. Actively address performance concerns as they arise
- f. Support training & development where personal or professional developmental needs are identified
- g. Provide consistent, fair and accurate performance assessments based on established procedures for measuring the performance
- h. Adopt performance management practices consistent with the principles established in this policy
- i. Possess necessary skills to implement PMS

Procedure

The three phases of Performance Management System are as follows –

- **Performance Planning: Communicating assessee performance expectations**

At the beginning of the assessment period, assessor(s) shall meet with their assessee(s), establish expectations regarding performance, specify how actual performance will be measured and their success determined, and impart an understanding of how meeting these expectations will contribute to the overall team objective. Performance expectations shall be documented and duly signed off in the prescribed format (Goal Setting Template: Form 8).

- **Performance Monitoring: Maintaining ongoing performance dialogue**

- a. Assessee shall be responsible for meeting his/her performance expectations
- b. Progress toward meeting expectations shall be measured, reported, discussed, and documented throughout the assessment period
- c. Assessor(s) are expected to use appropriate techniques to support their team member(s) efforts to meet or exceed their performance expectations
- d. When expectations change during the course of the assessment period, assessor(s) shall communicate these changes and modify the performance planning as necessary. Modifications shall be documented and duly signed off in the format prescribed at the performance planning stage.

- **Performance Review: Conducting annual performance review discussions**

- a. Annual Performance review period will be employee's performance assessed between 1st of April till March of subsequent year
- b. Basic eligibility criteria for employee being part of Annual performance review: All current employees on board as of 30th September of a year
- c. End Date for Year-End review (Review discussions with reportee and closures): 31st May of subsequent year. Attempts however should be made to complete this exercise by 30th April
- d. At the end of the assessment period and in accordance with the timelines prescribed above, assessors shall evaluate their assessee(s) performance during the past year compared to their performance expectations. They shall use verifiable information collected and documented throughout the period to determine the extent to which actual performance has met the expectations as defined in the performance planning process.
- e. The evaluation shall be documented on a standard format prescribed (Form 9)
- f. The annual performance appraisal shall use a 5-level rating scale for reporting overall performance. A rating at the midpoint of the scale shall indicate that an assessee's performance has met expectations.

- g. Prior to discussing a completed performance appraisal (that is, an appraisal containing ratings and descriptions of actual performance) with an assessee, the assessor shall review the appraisal with the next-level assessor to ensure that ratings are appropriate and consistent.
- h. Assessor(s) shall discuss the appraisals with assessee(s). The discussion that takes place and the outcome needs to be clearly documented and signed-off by the assessor and the assessee.
- i. Performance of Direct Reports of RM to be evaluated based on metrics like work performance, business volume, PAR and Audit Score

Performance below expectations (Performance Improvement Plan)

- When an assessee's performance falls below expectations at any time during the assessment period, the assessor shall document the performance deficiency and take actions (as appropriate), to ensure that performance expectations will be met within a reasonable period of time.
- It is the assessor's responsibility to document the performance that falls short of expectations by preparing a corrective action plan. The documentation will specify the performance problem, the steps to be taken to improve performance, including the timeframe for improvement, the consequences of failure to improve, and a follow-up date.
- Performance deficiencies that are recorded before assessment period will need to be taken up as a Performance Improvement Plan.

Transitions

- Whenever there are transition(s) in the assessee's or assessor's role or in case of separation of assessors, relevant performance information shall be documented and appropriately communicated.
- It is the responsibility of the assessee and the respective assessor to ensure that the documentation is completed.
- Assessee whose responsibilities has changed substantially, either within their current position or by transfer including promotion shall have new performance plans established within 15 days of taking up the new responsibility. The same shall be documented and duly signed off.
- When an assessee is transferred or promoted from one team to another, the reporting assessor(s) in the releasing team shall complete the performance documentation summarizing the assessee's performance from the last appraisal up to the date of transition and share it with the assessor(s) in the new team.
- This performance documentation shall be completed within 15 days of the effective date of transition. The receiving assessor may use this performance documentation when completing the assessee's year end performance review.
- When an assessor leaves a team or separates from the organization, the next-level assessor shall ensure that performance documentation concerning the assessee is documented and made available to the new assessor. This performance documentation shall be completed at least 3 days before the effective date of transition or 3 days before the last working day in the organisation.
- In the above instances, the performance documentation created due to such transition, shall be shared with the assessee and duly signed-off.

Documentation

Confidentiality: All documentation regarding the performance of an assessee shall be placed in the personnel dossier and is retained permanently. HR shall ensure that any changes due to performance management (such as promotions, performance-based disciplinary actions, performance-based salary increases etc.) are supported by appropriate documentation and is part of personal dossier.

Completed performance review forms shall be treated as confidential. Performance plans and timelines that are recorded during the assessment period for the purposes of clarifying performance expectations, tracking progress, or reporting on the status of the results achieved are not considered confidential and can be made available to the team (as applicable). The free availability and use of this information is integral for mutual cooperation and support.

Resolving concerns/ Grievances

Any concern in the PMS framework shall be handled by HR directly and HR shall involve representative as appropriate to resolve the dispute/ concern raised.

Performance Normalization Process

Objective of the process

The goal of the normalization process is to ensure parity across employees of different GLOWMORE but belonging to similar cadre. This process would comprise of a team involving the MD, Dept Heads, HR Head and such other heads that the MD may deem necessary. The group would arrive at a final rating for the employees in leadership positions. The members attending the normalization meeting are expected to be adequately equipped about their own employee's performance as also have an open approach towards listening to the performance of employees of other units.

Inputs

The inputs into the normalization process are:

- Self-appraisal submitted by Employee
- Summary of the feedback discussion between the employee concerned & reporting manager
- Final rating assigned by Reporting manager

Pre-work Before the Normalization Meeting

Before coming to the meeting, each Head is expected to get a quick summary of the feedback of their respective employees and must also list down points that they can use to make a case to the leadership team about the ratings they have assigned to their employees.

Normalization Meeting

1. The leadership team should discuss specific instances about what it means to be a particular rater (Leaders to ensure that they come prepared with instances that will highlight and validate the rating assigned by them). This forum is to assess the demonstrated performance during the year and not the potential.
2. Each employee should be discussed in detail by the entire leadership team. The team must ensure that discussions revolve around the employee's performance and contribution in the given role.
3. This is also a good opportunity to record:
 - i. The training and development needs of employees, particularly those whose performance was hampered during the year. HR team will make a note of these Training & Development Needs.
 - ii. Cases where employee's understanding of exceptional performance is either too low or unrealistic. These cases should be followed up by a meeting with the reporting manager to reset expectations.
4. Employee ratings will then be finalized based on the employee's role, contribution, their performance as against their peers within the team and across GLOWMORE.
5. Performance of Direct Reports of RM to be evaluated based on metrics like work performance, business volume, PAR, Audit Score and the overall ratings of their team members and such other factors that the leadership team believes should be taken into account whilst evaluating performance..
6. Goals when set objectively and performance measured equally objectively, the ratings would largely flow in without much difficulty or ambiguity. In such cases the top performers are likely to constitute around 20% of the workforce whilst the performance falling below expectations maybe at 10%.
7. Any employee rated 2 and below needs to be placed on a Performance Improvement Plan (PIP) without delay

Rating Scale

The rating scale is from 5 to 1.

| Rating | Definitions for Rating |
|--------|--|
| 5 | Far Exceeds Performance Expectations (this is by nomination by GLOWMORE Head wherein an employee becomes a role model) |
| 4 | Exceeds Performance Expectations |
| 3 | Meets Performance Expectations |
| 2 | Needs Improvement |
| 1 | Fails to Meet Performance Expectation |

Promotion

Introduction

The advancement of an employee from one job position to another that requires higher accountabilities with increased job complexity or responsibility. GLOWMORE encourages promotion from within to address business requirements, organizational needs and employee’s growth potential. This policy also addresses the need to reward and recognize potential.

Applicability

This is applicable to employees across all GLOWMORE companies who satisfy the eligibility criteria of vintage, performance and readiness to handle a new role. Vintage of 24 months in an existing role within the company is a must to be considered for any promotion, any exception to this needs a strong justification given to GLOWMORE MD and approval from GLOWMORE MD is mandatory.

Right of the Company

Company has the right to promote or not to promote employee(s) permanently. Promotion can be effected for any (but not limited to) of the following reasons

- Business expansion requirements
- To provide replacement for a specific position in a specific location or fill a new requirement in a defined location as per company needs
- To bridge manpower deficit or to provide reinforcement in view of business requirement
- Career growth for existing employees
- To reward and recognise potential/ high performing employees

Policy

- Promotions are generally decided as a result of the individual exhibiting high potential and effectively discharging current duties.
- It is the policy of GLOWMORE to provide internal opportunities for qualified employees through intra departmental and inter departmental promotion whenever possible. The criteria used when considering employees’ qualifications for promotion must be fair and unbiased, and all requirements as per Recruitment Policy must be fully met with and documented.
- Promotion policy at GLOWMORE ensures
 - a. Promotion process is initiated only based on organizational requirements
 - b. A fair and equitable basis for promotion
 - c. Equal opportunities for promotion across all departments, locations etc.
 - d. Appropriate authority (fair and impartial) has the responsibility of taking a final decision on promotion
 - e. Detailed service/ performance records are documented and maintained for all employees considered for promotion/ applicants for the vacancy to avoid charges of favoritism, nepotism etc.
- Promotion of an employee can be allowed subject to the following conditions –
 - a. There are no relatives working in the same location/ department
 - b. The employee being promoted doesn’t have any reportee who is a relative / report to a relative

Form 10- Goal Setting Template

| Goal Setting Template | | | |
|-------------------------|------------------|--------------------------------|------------------------|
| Emp ID: | Emp Name: | GLOWMORE: | Designation: |
| Reporting Manager Name: | | Reporting manager Designation: | |
| Financial Perspective | | | |
| Goal No. | Goal Description | Weight (in %) | Target to be Achieved* |
| | | | |
| | | | |
| Client Perspective | | | |
| Goal No. | Goal Description | Weight (in %) | Target to be Achieved* |
| | | | |
| | | | |
| Process Perspective | | | |
| Goal No. | Goal Description | Weight (in %) | Target to be Achieved* |
| | | | |
| | | | |
| Learning Perspective | | | |
| Goal No. | Goal Description | Weight (in %) | Target to be Achieved* |
| | | | |
| | | | |
| Total Weightage | | | |

Form 11 - Year End Review Template

| Year End Review Template | | | | | | | |
|---|------------------|---------------|------------------------|--|---------------|-------------------|----------|
| Emp. ID: | | Emp. Name: | | Location: | | Designation: | |
| Reporting Manager name: | | | | Reporting manager Designation: | | | |
| Kindly evaluate on a 5-point rating scale, rating description and Performance Correlation is mentioned below the table, please refer the same before tabulating performance | | | | | | | |
| Financial Perspective | | | | | | | |
| Goal No. | Goal Description | Weight (in %) | Target to be Achieved* | Performance till Date vis-à-vis Targets (in %) | Self - Rating | Supervisor Rating | Comments |
| | | | | | | | |
| | | | | | | | |
| Client Perspective | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Process Perspective | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Learning Perspective | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Average Rating/ Weightage | | 0 | | 0 | 0 | 0 | |

***Targets to be crisp and preferably to be quantified**

| Performance Percentage Correlation with Rating | | |
|--|--------|---------------------------------------|
| Performance % | Rating | Definitions for Rating |
| >120 | 5 | Far Exceeds Performance Expectations |
| 101-120 | 4 | Exceeds Performance Expectations |
| 100 | 3 | Meets Performance Expectations |
| 80-100 | 2 | Needs Improvement |
| <80 | 1 | Fails to Meet Performance Expectation |

Appraisee Signature:

Appraiser Signature:

Chapter 12: Code of Conduct

Introduction

GLOWMORE believes in providing an environment that supports employees to be responsive, creative and trustworthy, as such an environment provides an opportunity to achieve excellence. All employees must contribute to the creation and maintenance of such an environment. Creating and maintaining the highest standards of ethics is the key for our growth and reputation of GLOWMORE. This policy summarizes the virtues and the principles that guide GLOWMORE. GLOWMORE expects all its employees to conduct themselves in accordance with the framework of this policy.

Purpose – The purpose of this policy is to ensure that all employees conduct themselves in a professional manner and in accordance with the policy and principles to promote a healthy work environment. An employee who does not conduct himself/ herself in a proper manner must be corrected through appropriate disciplinary action.

Code of conduct

The code of conduct lays down the principles, sets the tone and provides guidance to all the employees. Following areas are part of the code of conduct and all employees must ensure compliance to these guidelines.

- a. GLOWMORE expects its employees' to understand their customer's financial circumstances and needs to provide them with the most suitable products and services. Care must be taken to ensure that no solution is provided to a customer that does not meet their requirements.
- b. All employees must ensure and safeguard the interests of the company at all points in time. Any act which causes a loss to the company in any form will entail stringent action including termination of employment
- c. No employee must gain/ interest personally from any from any company transaction
- d. Negotiating or contracting on behalf of the company with any third party where either a relative or friend must be avoided
- e. Employees must refrain from passing on confidential information about the Company and its operations, that are not in public domain, with any other person or company
- f. Employees are not allowed to take any important information/ document about the company and its operations outside of the office without adequate prior permission of the Functional Head. This applies to sending critical mails as also photocopying important documents
- g. Employees must return all materials (including visiting cards and ID cards)containing important information, including copies, notes, and files, to the Company on separation
- h. No employee shall accept direct or indirect gifts, services, entertainment privileges, or other special favours from any organization, individual or a group that does or seeks to do business with the company.
- i. GLOWMORE expects all its employees to safeguard Company property. All assets, including financial assets, vehicles, office supplies, equipment, and computer software must only be used for authorized business purposes.
- j. Mobile, Telephone or any Internet services including company computers or networks must be used in accordance with company policy and not to be used for accessing, receiving or transmitting illegal information/material.
- k. Any act that involves theft, fraud, embezzlement, or misappropriation of any property is strictly prohibited and would lead to termination
- l. Employees should access internet in office only for business purposes. Accessing unauthorized sites like job sites, pornography, chat and social media (unless approved in advance and for a valid reason) in office will be viewed as a serious violation.
- m. Any act of passing lewd comments, messages (including email and SMS), signs, printed materials to fellow colleagues or customers would invite stringent action
- n. Any fraudulent or manipulated claim or fudging of documents would lead to stringent action

Basic Guidelines

No code of conduct or policy can spell out the appropriate behavior for every situation. Nor should it seek to do so. GLOWMORE relies on each employee to make the best judgment of what is right and appropriate in any particular situation.

When in doubt, an employee can ask the following questions to himself/herself and then proceed, if they are comfortable in performing the activity –

- a. Is my action legal?
- b. Does it comply with the company policy?
- c. Am I fair and honest?
- d. Does my action feel right?
- e. Could I justify it to others in the company?
- f. Will my action affect the reputation of the company?
- g. Is my action in the best interest of the company and the client?

Answer to the above questions should be in the affirmative. In case of any doubt, employees are expected to consult HR or the Functional Heads.

Manager

All managers and others in charge of groups of employees are responsible for ensuring that discrimination, harassment and bullying do not occur in their work areas. In particular, they must ensure that –

- a. They fully understand this policy and offer advice on it when asked
- b. Their work environment is free of visual discrimination, harassment and bullying or objectionable material downloaded from the Internet
- c. They stay alert always to physical and verbal discrimination, harassment and bullying in their work area and deal with it immediately, whether it is brought formally to their attention or not
- d. They maintain confidentiality relating to all aspects of each case to the greatest extent consistently with adequate investigation and appropriate corrective action

Disciplinary Action

An employee may be subject to disciplinary action if his/her action conflicts with the policies and procedures or the code of conduct laid out by the company. GLOWMORE believes that a discipline framework regarding employee conduct is essential for an efficient workplace. GLOWMORE gives all possible chances for its employees to correct their behaviour. Cases of unsatisfactory job performance or attendance, misconduct or gross misconduct will be dealt with in accordance with the procedures listed in this policy. The procedure is designed to ensure that all employees are treated fairly.

Disciplinary action may have the following steps depending upon the gravity of violation. In extreme cases either stage 1 or stage 2 could be done away with –

• Stage 1 – Verbal/Informal Warning

A verbal communication between the employee and immediate manager to discuss the problem, establish a timescale for improvement. A member of the HR department may be present at the meeting. In case, if a member from HR is not present, then the manager must take the responsibility to inform HR immediately. A note of the warning given and the problem concerned will be compiled by the manager and shared with HR who in turn shall place the note in the personnel file.

• Stage 2 - Formal Written Warning

If there is no improvement after verbal warning, or where written warning is necessary, a formal written warning will be issued, stating that any further misconduct or continued failure to make amends will render the employee liable for severe action including dismissal. The warning letter will be issued by the respective manager in coordination with HR. A copy of the letter with due acknowledgments will be filed in the personnel file of an employee. In case if employee disputes the warning letter issued, HR will conduct disciplinary inquiry and initiate necessary action.

• Stage 3 – Suspension

If there is no improvement or changes seen in the activities, the employee may be suspended from the services till the issue is resolved and a decision on employment is taken. The suspension letter will be issued by HR and a member from HR will be present during the meeting. A copy of the letter with due acknowledgments will be

filed in the personnel file of the employee. Suspension pending inquiry can be initiated in the following cases (includes but not limited to) -

- a. Alleged gross misconduct
- b. Alleged employee can cause damage/ loss
- c. Strong evidence and proof against the misconduct
- d. Alleged employee can potentially destroy evidence

• **Stage 4 – Termination**

Termination letter will be issued to the employee on completion of the disciplinary proceedings. The stages above are not sequential in all cases and GLOWMORE can initiate any of the above action at any time as necessary based on the severity.

At each step, the employee will be warned of the consequences should he/she continue or repeat the offence. GLOWMORE considers the seriousness, repetition and the employee's response while deciding on the disciplinary action.

Even in the most serious cases, termination cannot be the first and only disciplinary action taken. The following offences may (include but not limited to) warrant termination, but other disciplinary actions including conducting a formal enquiry and gathering evidence of misdemeanor is a must –

- a. Breach of GLOWMORE standards with respect to integrity, ethics, honesty, sincerity and loss of confidence
- b. Failure to follow the rules and regulations and thereby subjecting the customers and/ or the company to financial or reputation loss
- c. Any false or misrepresented information or any willfully suppressed material information
- d. Guilty of moral turpitude or of dishonesty in dealing with GLOWMORE's material document or theft or misappropriation of GLOWMORE property regardless of the value involved
- e. Gross negligence or carelessness or inefficiency in performing the duties
- f. Any criminal offence outside work which may adversely affect GLOWMORE's reputation, or which affects the acceptability to other team members, disloyal conduct, and any act which could affect the employment

Employee's Rights

An employee has every right for a fair hearing during all the stages of disciplinary action.

• **Right to explain**

At each stage of the disciplinary action (including dismissal without notice for gross misconduct/incompetence) an employee will be given an opportunity to explain their behavior and can bring a representative (another employee) to the meeting.

• **Right to appeal**

An employee has every right to appeal at any of the above stages and if he/she wishes to appeal, he/she should notify HR in writing as soon as possible after the relevant decision. The appeal will be heard by the relevant Departmental or Functional Head along with a member from the HR department. It is important to note that any disciplinary action against an employee will be as per the provisions of employment laws prevalent from time to time. The decision ultimately rests with the GLOWMORE MD and the HR Head - GLOWMORE.

• **Right to information**

An employee has every right to information at any of the above stages and he/she has the following rights –

- a. To be represented by another employee of their choice
- b. To have a copy of all the proceedings
- c. To be present during the disciplinary hearing
- d. To submit relevant evidence or proof as applicable or to produce witnesses

Form 12: Sample of Charge-Sheet for Misconduct

Date

To:

Name: Name

Employee Code:

Department/Location/Branch:

Subject: **Charge-Sheet for Misconduct**

We write to advise you that the following allegation(s) has (have) been made against you:

It is alleged that you have been involved in the following acts of misconduct –

Willful violation of company policies and procedures / any reason

Since the above charge(s) levied against you is/are of a serious nature tantamounting to gross misconduct, the company has decided to hold a formal inquiry on the above allegation(s). The Domestic inquiry will be held on:

Date & Time:

Place:

You are required to be present at the inquiry to answer the above allegation(s) made against you. At this inquiry, you will be accorded full opportunity to answer the allegation(s) against you by not only cross-examining such witnesses as may be produced against you but also by examining your own witnesses (if any). You may bring along any documentary or other evidence that may help you in answering the allegation(s) against you.

Should you fail to be present at the inquiry, at the time, date and place indicated above, the inquiry shall proceed exparte and appropriate action shall be taken against you. In view of the gravity of the misconduct, you are suspended with immediate effect pending explanation and enquiry against the charges.

You are also advised that the company views the above allegation(s) very seriously and should you be found guilty on any one or more of the allegation(s) made against you, you will be liable to severe disciplinary action including the punishment of dismissal, if so warranted by the facts and circumstances of the case.

Please acknowledge receipt of this letter by signing the duplicate copy.

For **Glowmore Finance Private Limited**

Authorized Signatory

Form 13: Suspension Letter Sample

Date:

Suspension Letter

Mr./Ms. _____

[Address]

Dear _____

This letter is an official notice of your suspension without pay until further notice because of your misconduct. This suspension will be effective from _____ pending explanation and enquiry to the charge leveled against you. During this period you are advised not to contact any of our customers or staff members directly or indirectly for any official purpose. You are advised to report us on further notification.

This action follows the charge sheet issued to you on _____ and your written acceptance of misconduct after several enquiries. You are also advised that the company views this misconduct seriously and should you be found guilty after further enquiry, you will be liable to severe disciplinary action including the punishment of dismissal, if so warranted by the facts and circumstances of the case.

Please acknowledge receipt of this letter by signing the duplicate copy.

For Glowmore Finance Pvt.Ltd.

Authorised Signatory

Chapter 13: Whistle-blower Policy

Introduction

GLOWMORE is committed to maintaining highest standards of ethics, honesty and integrity and in promoting these GLOWMORE encourages an open communication in all its interaction between its employees, consultants, customers and all the people with whom GLOWMORE comes into contact.

GLOWMORE has laid down a set of code of conduct for all its employees and has also introduced a feedback mechanism which inculcates these values into the organisational culture. GLOWMORE believes that it is important to prevent corruption, misuse of office property/powers, suspected actual frauds, acts resulting in Financial Loss

Operational Risk, Loss of reputation, etc. These are activities which are detrimental to customer's interest / public interest. GLOWMORE considers it important to provide an appropriate forum to provide the various stakeholders to fearlessly and openly inform about any of the above mentioned activity. The Whistle-blower policy has been introduced for this purpose.

This policy will encourage the stakeholders to bring any issue relating to violation of ethical, regulatory norms, rules and regulations etc. to GLOWMORE's notice without any fear of retaliation, discrimination or harassment.

Objective

The purpose of this policy is to provide an avenue for the stakeholders to raise concerns and also provide the necessary safeguards for protecting the individuals who come forward from reprisals or victimisation, for whistleblowing in good faith.

Eligibility

All stakeholders of GLOWMORE are eligible to raise an issue under the provisions of the policy. The stakeholders of GLOWMORE are Employees (Including Trainees), Consultants, Vendors, Customers and any other individual who is associated with GLOWMORE.

Definitions

- a. Complainant or Whistle-blower: An employee, customer / vendor making the complaint / disclosure under this policy
- b. Employee: Every employee of the company (whether on probation or confirmed) including the trainees
- c. Consultant: Every consultant associated with GLOWMORE and all those who render their services
- d. Concern (Also referred to as complaint in few instances): Refers to the alleged wrongdoing and any communication made in good faith relating to an improper activity under the scope of this policy
- e. Alleged Person: Refers to the individual against whom the concern has been raised

Applicability

This policy is an extension of the employee Code of Conduct and the Disciplinary action and includes all the unethical or improper conduct. The following list is indicative and not exhaustive, the section on misconduct under Suspension in Chapter 17 which deals with Separation has more details on specific instances of misconduct

- Criminal offence (Fraud, Corruption, Theft) committed/ likely to be committed
- Failure to comply with legal/ organisation's rules and regulations
- Deviation from the defined processes or operational procedures
- KYC related violations
- Misuse of company property/ funds
- Any action that may lead to incorrect financial reporting
- Actions that can endanger the safety of employees or public
- Sexual harassment or any other form of harassment
- Any other form of improper conduct
- Any act that violates the guiding principles or the Code of Conduct of GLOWMORE
- Deliberately concealing information related to the above or attempts to conceal them

The Team

GLOWMORE will appoint a team of two members to receive all the reports/ complaints made under this policy. The team (referred to as Whistle Blow Enquiry Team – WBET) will comprise of two members namely – Head – Business Unit/ Department and an HR representative. This team will be responsible for receiving all complaints under this policy, maintaining confidentiality and ensuring appropriate action.

The team is empowered to appoint an enquiry committee (as may be required) to conduct investigation and enquiries as part of their fact finding process. The members in this committee must exhibit fairness, objectivity, thoroughness, ethical behavior and must observe high standards of professionalism. The team can also involve investigators at its discretion for the purpose of investigation and as part of fact finding.

Procedure

Any person may report a concern of suspected unethical activity to WBET and this can originate from any of the stakeholders. Any such suspected unethical activity can be reported through any of the following means –

1. The concern can be directly reported to the WBET through any of the channels listed below

- Written complaint: A written complaint can be submitted to any member of the WBET directly or the complainant can send it through post or courier. The complainant must send the complaint in a sealed envelope. These complaints must be addressed to –

Whistle-blower Enquiry Team

Attn: HR Department (Write the concerned HR representative's name)

In case of filing a written complaint, if the complainant wishes to choose anonymity, then they need not furnish any particulars that may identify him/her.

- Email: An email complaint can be sent to WBET at wbet@respectiveGLOWMOREdomain (refer Form 11 for exact mail ids). The complainant may choose to use a non-identifiable email id like gmail, yahoo etc. if they want to conceal their identity.
 - Telephone: The complainant can call any one member of the WBET team and lodge a concern. Any reports received over phone will normally be documented by the person who took the call.
2. A concern can also be raised through the immediate supervisor or through any other employee of GLOWMORE by the means listed above. The complainant must ensure that there is no potential conflict of interest. It is the responsibility of the person receiving the complaint from the complainant to escalate it to the WBET through any of the means listed above.

The concern raised by a complainant must be factual and not speculative and must necessarily cover the following aspects to the extent possible –

- What is the wrongdoing that is being reported?
- When did it occur?
- Who are involved?
- What made the complainant believe that the individual(s) committed the alleged wrongdoing?
- Are there any documentation/ evidence available which can substantiate?
- Any other witnesses (if any)

Exceptions to the procedure

If the complaint is made against a member in the WBET, complainant can log his complaint with any of the directors of GLOWMORE (details can be obtained from the HR representative and the HR representative has no right to deny the information).

Accountabilities/ Responsibilities

Stakeholder – Employees/ Consultants/ Customers/ Vendors

- Bring to the attention of GLOWMORE any improper practice that they are aware of
- Preferably avoid anonymity when raising a concern
- Cooperate with the team appointed for enquiry
- Maintain absolute confidentiality
- In cases, where the complainant feels that the complaint has not been acted upon or the action taken and the outcome is not satisfactory, they can make a direct appeal to the board of directors of GLOWMORE (details can be obtained from the HR representative and the HR representative has no right to deny the information)

Complainant

- Plays a role of reporter by providing the relevant information
- They are not required to investigate and they should not on their own involve in any investigative activities
- They are not required to determine the corrective action which is required to be taken

WBET

- Ensure effective implementation of this policy
- Ascertain the credibility of the issue/concern raised
- Document the investigation, related enquiries and further proceedings
- Ensure that necessary safeguards are provided to the complainant
- Maintain strict confidentiality
- Ensure complete fact-finding and conduct enquiry in a fair and unbiased manner (discretely wherever possible)
- Decide on the course of investigation and recommend an appropriate course of action
- Document the proceedings and minute all the deliberations and store them confidentially
- Take periodical back-ups of such records to prevent loss of information

Alleged Person

- Must cooperate with the investigation process and the WBET
- Should not interfere with the enquiry process and further proceedings
- Have a right to know the outcome of the investigation and also has a right to appeal

Investigation

In order to protect the identity of the complainant WBET will not issue any written acknowledgement of receipt of the complaint. Subject to verification of facts, WBET will take the necessary action and if required, will get in touch with the complainant to obtain more information (if the complaint is accompanied with the particulars of the person making the complaint).

WBET will initiate the following steps –

1. Ascertain from the complainant whether he was the person who made the complaint or not, if necessary
2. The identity of the complainant will not be revealed unless the complainant himself has made the details of the complaint in public
3. In cases where the identity of the complainant is concealed, the team shall make discreet inquiries to ascertain if there is any basis for proceeding further with the complaint
4. Either as a result of the discreet enquiry, or on the basis of complaint itself without any inquiry, if the team is of the opinion that the matter requires to be investigated further, WBET will initiate appropriate action. In cases, where the initial enquiries indicate that the concern has no basis, or it is not to be pursued under this policy, then the decision is documented.

5. The decision to conduct further investigation will be taken only if –
 - a. The concern constitutes an unethical activity (based on the initial enquiry)
 - b. The concern comes under the purview of the policy. If the complaint pertains to Sexual harassment of any nature, the investigation shall be handed over to the Sexual Harassment Prevention Committee and the procedures listed out under Sexual Harassment Policy shall take precedence.

The decision to conduct further investigation is not an accusation and the entire enquiry must be treated as fact-finding process. The outcome of the investigation may not conclude an improper or unethical act.

6. The alleged person and the whistle-blower will be kept confidential to the extent possible.

All investigations shall normally be completed within 30 days from the date of receipt of the concern.

Safeguards

If any individual raises a concern under this policy, WBET will ensure that the individual is not at risk of retaliation or reprisal and will also make every effort possible to protect the identity of the complainant. Retaliation includes harassment, vengeance in any manner. In case if the complainant is a GLOWMORE employee, then WBET will ensure that he/she is not at risk of losing the job or affected professionally (in terms of performance reviews, confirmation etc.) in any other manner.

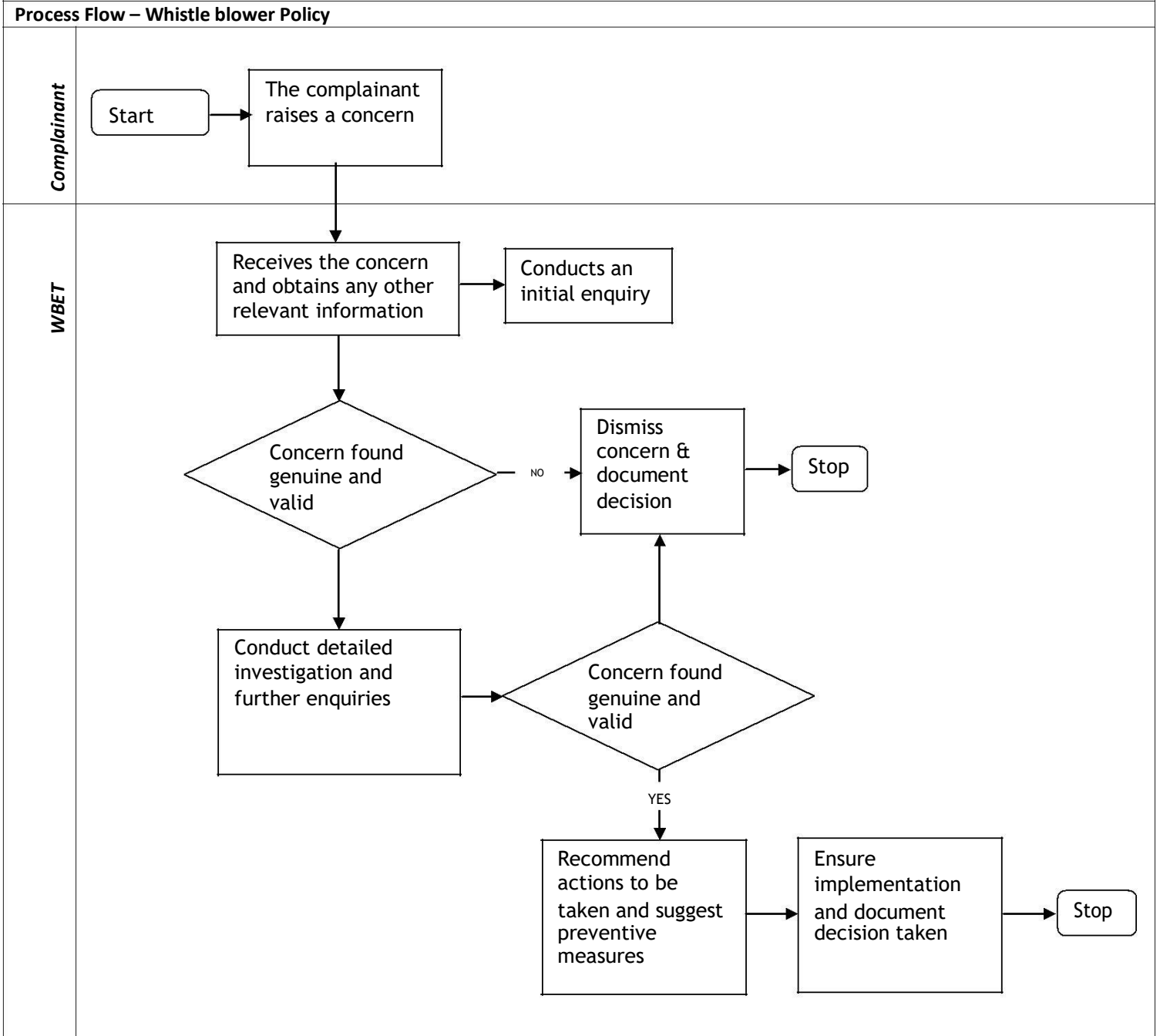
WBET will safeguard the complainant on the following beliefs -

- The issue was raised in good faith
- The complainant believes that the allegations are true to their best knowledge
- The complainant has no personal gain or not acting for personal gain

Disqualifications

Safeguards under this policy would not entail any protection from any disciplinary action to be taken for false allegations (where it is proved that the false complaint was made with an intention).

Process Flow



Decision

If the investigation confirms the complainant's concern, WBET shall recommend to the management to take such disciplinary action and preventive/corrective action as deemed fit.

During investigation process, if any employee retaliates or tampers with evidence, then this would lead to disciplinary action including termination of employment. The disciplinary action or the corrective action initiated against the alleged person shall adhere to the disciplinary action policy and procedures.

Documentation

The HR representative is responsible for maintaining the records of the complaints received under the policy. The record should contain the details of the complaints/ concerns raised under this policy along with the complete information on the complainant, alleged person, enquiry findings and action taken. All communications pertaining to these complaints will be documented. The HR representative must also record the results of every investigation and related action for a minimum period of seven years.

On a monthly basis, a consolidated report on the complaints received along with the details on findings and action taken must be shared with the MD of Glowmore and Head of Human Resources - GLOWMORE.

Communication

The policy will be communicated to all its stakeholders and a copy of this policy can be obtained from GLOWMORE on demand by any stakeholder. Employees are communicated about this policy during the induction and handed over an excerpt of this policy any amendments in the policy will be shared via email. Constant reminders on the policy will be sent to all the employees via email once in every quarter by the HR representative.

Form 14

| S. No | Name of Company | Email Id |
|-------|----------------------------------|-------------|
| 1 | Glowmore Finance Private Limited | wbet@.co.in |

Form 15

Format of Report to be sent to Glowmore Finance Private Limited (Head Office) by HR representative on a monthly basis. Report to be sent on or before 5th of every month (for the previous month)

| S. No | Complainant (Emp. Code) | Emp. Name | Branch | Nature of complaint | Details of Complaint | Alleged Person | Complaint Date | WBET Enquiry Date | Enquiry Findings | Action Taken by WBET |
|-------|-------------------------|-----------|--------|---------------------|----------------------|----------------|----------------|-------------------|------------------|----------------------|
| | | | | | | | | | | |

Chapter 14: Salary Advance

Introduction

GLOWMORE has introduced Advance & loan policy for its employees in line with its mission and will ensure that all its employees have access to GLOWMORE's financial services including loans when there is a requirement as per policy.

This document provides an overview of the different loans & Advance that an employee can avail from GLOWMORE and also lays down the rules governing the same.

Objective

Salary Advance refers to an amount sanctioned by GLOWMORE for a specific purpose to any employee without any interest. An employee can avail salary advance in case of requirement of funds to overcome any planned and unexpected event.

Key Features

- Eligibility : Job confirmed employee
- Maximum Limit : Restricted to one month's gross salary in case of one year completion in the job and two month's gross salary in case of two year completion of job.
- Repayment Term : Recoverable in six equal monthly instalments for one month gross salary and twelve equal monthly instalments for two month gross salary.
- Interest Rate : Not applicable
- Frequency : Once in a financial year

Procedure

1. To request for a salary advance, an employee should submit a request in the prescribed format (Annexure – I) to their immediate supervisor, indicating the purpose and the requested salary advance amount.
2. The immediate supervisor recommends for the requested salary advance and forwards the form to HR.
3. HR must ensure that the existing liabilities of the employee with GLOWMORE are within the maximum limit permissible under the policy and in accordance with the governing procedures of the policy. After validation If the employee's request can be entertained, HR will notify the next level manager of the employee to obtain the approval in the prescribed format. If it is found that the employee's request cannot be entertained, HR will notify the immediate supervisor on the same.
4. In case of exceptions, the immediate supervisor will gain approval from the MD through proper channel. Subsequently the forms will be forwarded to HR as per the policy.
5. HR will intimate accounts to disburse the amount to the employee's account in two working days after receiving the duly filled and signed form.
6. HR will then brief the employee on the terms and conditions of the salary advance payable.
7. In case if the request for salary advance is made by an employee reporting to the MD, then the decision of MD will be final.

General Guidelines – For Salary Advance

- At any point of time, the take home of an employee shall not be less than 50% of the normal take home pay after deducting of instalment.
- Deduction of instalments from salary will start from the month subsequent to which the loan has been disbursed (auto debit from payroll)
- If an Employee leaves the organization before the repayment of the full loan amount/ salary advance amount, the employee is liable to pay the balance with interest as applicable before being relieved.

Form 16 – Salary Advance Requisition Form

| Salary Advance Requisition Form | | | |
|--|-----------------------|-----------------------|--|
| Employee Name | Designation | : | |
| Emp. Code | Branch | : | |
| Date of Joining | Date of Confirmation: | | |
| Nature of request | Salary Advance | | |
| Amount Requested | | | |
| Reason for the request | | | |
| Signature of Employee | | Date | |
| APPROVAL BY IMMEDIATE MANAGER | | | |
| Name of the Immediate Manager | : | | |
| Signature | | Date | |
| TO BE COMPLETED BY HUMAN RESOURCES | | | |
| Current Gross Salary | : | | |
| Employee Advance Records: | | | |
| Has already availed | Outstanding Amount | Last EMI Date | |
| Salary Advance | Yes/ No | | |
| Total of all Current EMIs | | | |
| This request is an exception | : | Yes/ No | |
| Eligibility as per the policy | : | Rs. | |
| Current Entitlement as per the policy: | | Rs. | |
| Amount of Advance requested : | | Rs. | |
| Amount of Advance approved : | | Rs. | |
| To be recovered in _____ instalments of _____ EMI. | | | |
| Signature | | Date | |
| APPROVAL BY APPROVING AUTHORITY (as per policy) | | | |
| Request approved and as per the conditions | Yes/ No | | |
| Name of the next level manager | | | |
| Signature | | Date | |
| Finance & Accounts Department | | In case of exceptions | |
| Expense Type: | Budgeted/unbudgeted | Remarks/ Comments: | |
| Disbursed on | | | |
| Signature of Representative | | Signature of BU Head | |
| Date | | Date | |

Chapter 15: Separation

Introduction

The purpose of this policy is to provide guidelines on various modes of separation from employment. This policy will also ensure that the benefits applicable on separation are made available. The policy also provides for an opportunity to obtain feedback from the separating employee.

Types of Separation

Separations can be categorized as either voluntary or involuntary.

i. Voluntary Separation

An employee is considered to have voluntarily separated from the organization when the separation is due to either resignation or end of service as per agreed terms and conditions of employment.

a. Resignation

An employee is considered to have —resigned from the services if written notice (as prescribed in the terms and conditions of appointment) is provided. To resign from employment, the employee should give a written notice of resignation to the respective manager stating the proposed last working day with the reason(s) for resignation. The manager concerned will discuss with the employee and decide the last working day. However, the last working day shall not exceed the prescribed notice period.

If the situation requires an employee to extend the notice period either due to organisational requirements or for knowledge transfer, then the decision shall be at the discretion of the concerned employee.

Withdrawal of resignation

An employee can withdraw his/her resignation till last working day subject to an offer not being made to a replacement. Withdrawal of a resignation after approval is at the discretion of respective reporting manager and the second line manager. The reason for same must be documented with due approvals and forwarded to HR. This document shall form part of the personnel file of an employee.

ii. Involuntary Separation

a. Job Abandonment

Unauthorized absence from work for a period of more than five working days will constitute Job Abandonment and will be considered as involuntary separation. In such circumstances, HR will send a letter to the employee concerned and formally terminate the services of that employee with the organization. In case of any recovery to be made from the employee concerned, then HR will send a notice to that effect with all the relevant information.

iii. Termination

GLOWMORE reserves the right to terminate an employee on any of the following grounds –

- a. Breach of GLOWMORE standards with respect to integrity, ethics, honesty, sincerity and loss of confidence
- b. Failure to follow the rules and regulations of GLOWMORE
- c. Any false or misrepresented information or any wilfully suppressed material information
- d. Guilty of moral turpitude or of dishonesty in dealing with GLOWMORE's material document
- e. Theft or misappropriation of GLOWMORE's property regardless of the value involved
- f. Gross negligence or carelessness or inefficiency in performing the duties as envisaged under the discipline and conduct rules
- g. Failure to carry out and perform duties assigned

The termination on any of the above grounds is solely at the discretion of the management. GLOWMORE can terminate the services of an employee on conclusion of a formal enquiry procedure and on proving indiscretion on part of employee. Employees have the right to appeal against the decision taken on termination. MD's decision would be final in such instances.

Responsibilities and Procedures for Voluntary Exits

Role of Managers

- a. Communicate to HR within one working day on receipt of resignation
- b. Forward the resignation letter with comments to HR within 3 working days
- c. Facilitate smooth transition of responsibilities for the separating employee
- d. Ensure handover of keys, equipment, and other company related property on the last working day
- e. Inform HR, in case of any lapses in the handover

Role of Human Resources

- a. Initiate the exit formalities at least a week before the proposed last working day
- b. Conduct exit interview and ensure confidentiality with respect to the feedback obtained
- c. Process full and final settlement
- d. Initiate and handle the termination process
- e. Ensure appropriate documentation
- f. Update of MIS/ employee database

Role of an employee

- a. Submit resignation in writing to the respective managers
- b. Complete exit formalities and adhere to the separation rules
- c. Handover all company related property to the person taking over/ respective manager
- d. Facilitate smooth transition of responsibilities

Notice Period

Notice period is the time served by a separating employee while leaving the organization. This is required to search for a new incumbent and also for knowledge transfer. An employee may resign from the services as per the notice period stated in employment terms and this is based on grade:

| Level | Notice Period |
|-------------------------------|----------------------|
| Field Credit Officer | One month |
| Branch Manager to Sr. Manager | Two months |
| MD direct reportees | Three months |

i. Payment in lieu of notice

- a. In case of termination of services by the organization, management reserves the right to decide on making the necessary payment in lieu of notice. Any such payment will be confirmed in writing to the employee. In such cases where payment is made, the date of termination of services will be the last working day and the compensation in lieu of notice period shall be paid within 14 working days
- b. In case, an employee wants to be relieved from the services without serving the notice period in full, the concerned employee has to pay the gross salary for the notice period shortfall. In such case, PF should not be calculated as part of gross salary computation as employee will not be in services during that period. HR will obtain receipt of payment in duplicate from Finance and pass it to the employee and retain a copy in personnel file. On receipt of the notice pay and other documents, HR would initiate full and final settlement along with relieving letter.
- c. Adjustment of notice period against leave

Employees serving notice period can adjust their notice period with EL balance on reporting manager's approval and also subject to the approval of respective Business Unit Head. A minimum of 7 days of notice period has to be served irrespective of accumulated Privilege Leave to do a proper handing over.

Misconduct:

The following acts on the part of the employee shall without being exhaustive, constitute misconduct whether alone or in combination and shall render the employee/s liable for disciplinary action and award of appropriate punishments.

- Willful insubordination or disobedience whether alone or in combination with others to any lawful and reasonable order of the reporting manager
- Theft, fraud or dishonesty in connection with employers' business or property
- Theft of other employee's property within the premises of the company
- Willful damage to or loss of employer's goods or property
- Taking or giving bribes or any illegal gratifications
- Habitual late attendance or late attendance on more than 3 occasions in a month
- Habitual breach of any rules or instructions for maintenance and running of any department or the maintenance of cleanliness of any portion of the company
- Misbehavior towards customers/ visitors/co-employees/colleagues
- Riotous or disorderly behavior towards superiors, co-workers during working hours in the premises of business of the company or outside or any act subversive of discipline in connection with work of GLOWMORE.
- Habitual absence from work without sanction of leave or absence without sanction of leave for more than 8 working days
- Habitual negligence or neglect of work
- Striking work singly or in combination with others or inciting others to strike work in contravention of the provisions of any law or rule having the forces of law/or any contract including the implied contract of appointment to attend and to work
- Tampering with any records, evidence, threatening the witnesses, falsifying or refusing to give testimony when incidents in the undertaking or other matters are being investigated or being considered
- False statements made or particulars given in application form for appointment or when called upon by the Organization to make true statements of any fact in connection with any matter connected with the work or business of the company
- Sleeping while on duty
- Absenting from work spot without proper authority and/ or permission during duty hours or idling away
- Adopting, participating, instigating, encouraging, abetting, go slow tactics
- Carrying lethal weapons, fighting or attempting bodily injury to other employees
- Drunkenness or conduct which violates common decency and morality
- Assaulting, abusing, threatening or intimidating, gheraoing any superior or any other employee/s of the company, whether inside or outside the office premises in connection with the work/ business of the company
- Gherao or wrongful confinement or coercion of staff / employee
- Playing cards and gambling within the premises
- Smoking and/ or spitting within the premises of the company other than at the place where permitted
- Refusing to sign a statement or declaration given by himself or to receive or sign notices, warnings, memo etc., issued or given by any superior or the manager.
- Conviction for any offence by a court of law, involving moral turpitude.
- Obtaining leave on being sick and during the same period working elsewhere or attempting to obtain work elsewhere or obtain leave on false pretext.
- Obstructing, preventing or intimidating any person from attending his or their normal work or from seeking employment.
- Engaging in activities or giving false statement before any person or authority with the intention to cheat the company.
- Refusal to submit for search or search on suspicion of theft of company's property
- Collection of any money within the premises for purpose not sanctioned by the organization

- Refusal to work overtime due to exigencies of work
- Unauthorized disclosure, to any person, of any information with regard to the process of the company, which may come in the possession of employees in the course of his/ her work
- Canvassing for union membership or for the collection of union dues inside the office premises / company during the working hours of the company
- Holding meeting or shouting slogans or leading processions or demonstrations inside the premises of the company or distributing or accepting inside the premises hand bills, notices or pasting posters, abusing any superiors in the company
- Engaging in private work or trade within the premises of the company
- Refusal to submit for medical examination when directed to do so by the manager
- Failure to observe safety instructions notified by the employer or interference with any safety device installed within the company
- While in employment, working for any other employer for any consideration or otherwise
- Failure to submit E.S.I information or sickness or the failure or furnish the organization with the certificate of fitness
- Marking attendance for other employees or to falsify the records in any manner in respect of attendance or Payment of Wages
- Habitually remaining in toilets for unreasonably long periods of time
- Falsifying and tampering with any official records
- Failure to report accident / injuries while on duty and / or failure to give evidence in respect of such accidents / injuries
- Failure to notify the company of change of address
- Refusal to accept any order of transfer / or to work any shift
- Committing nuisance within premises of the Office Premises
- Entering the Office premises without permission and / or authority outside the duty hours.
- Interfering in any manner with any of the Organization functions and / or right, or with the work of the other employees.
- Remaining within the office premises without permission and/ or any official business after the authorized duty hours
- Unauthorized use of a vehicle of the company and communication systems (like Telephone/Fax, etc.)
- Doing any act prejudicial to the interest of reputation of the company
- Loitering or leaving place of work without sufficient and reasonable cause and permission during the working hours
- Not taking proper care of the computers, laptops, tablets, work related fixtures or any other company property entrusted to him/ her
- Sudden stoppage of power, switching off electric power resulting in damage to company's property
- Conduct which endangers the lives and safety of other employees
- Wilfully allowing any unauthorized person to enter the premises outside the working hours of quarters
- Trespassing or forcible occupation of the company's premises outside the working hours of quarters
- Money lending or borrowing or running a chit funds scheme or engaging any kind of such trade within the premises of the company
- Deliberate abuse of any concessions or benefits or any leave privilege for the time being in force
- Any act which may be considered as misconduct in common parlance

Procedure for Suspension

Following are the procedures to be adopted in the event of misconduct by an employee:

- A complaint letter in writing from the immediate reporting manager or the actual witness
- Issuance of Show Cause Notice specifying the allegations against the employee asking for an explanation
- If the charges are serious like physical assault/issues of integrity etc.; employee can be suspended pending domestic enquiry
- On employee giving an explanation, GLOWMORE is not satisfied with the explanation then a domestic enquiry through an enquiry Panel(EP) should be conducted

- Evidences are placed before the Enquiry Panel, both documentary evidences and witnesses
- The employee is also allowed to give his/ her evidences before the Enquiry Panel
- The Enquiry Panel cross examines the evidences placed before him/ her and gives final report
- Enquiry Panel's report is considered as final and a second show cause notice is sent specifying the proposed punishment
- If the punishment accorded by EO is termination, then termination order is sent to employee
- The domestic enquiry should be closed in 30 days, if there is a requirement to extend appropriate approval from MD is required
- We should pay subsistence allowance to suspended employee during suspension period. This is payable at the rate of 50% of wages for first 30 days, same rate applies for extensions of enquiry up to a maximum of 90 days

Exit Interview

The separating employee is encouraged to be open in voicing out their opinions and thoughts with respect to the organization and their job responsibilities. HR ensures confidentiality with respect to the feedback obtained during the exit interview and initiates appropriate action, where required.

Exit Interview Guidelines

- a. Assure employee of strict confidentiality with respect to information received during the exit interview (Form 21) and communicate that data will only be used for analysis and to rectify any organizational concerns.
- b. Encourage the employee to be candid and participate as openly as possible.
- c. Information is essential to monitor resignation patterns, market trends, and to ensure the best employee relations' practices.
- d. Set the stage for the exit interview as an informal discussion.
- e. Information will be used by the company as inputs to decision and future practice.

Exit Formalities

- a. HR initiates exit formalities on receipt of the duly authorized resignation letter/ on issuance of termination or job abandonment (as the case may be) and ensures completion of all clearance formalities (Form 22)
- b. Update MIS and other employee related records accordingly

Documentation

Documentation with respect to separation is crucial and the following documents must be added to the personnel file of an employee before closing –

- Appropriate letter based on the nature of separation - Duly acknowledged resignation letter/ Job abandonment letter/ Termination letter
- Exit interview questionnaire (Form 21)
- Full & Final Settlement Statement (Form 23) with employee declaration (Hard copy – duly signed)
- In case of resignation, a copy of the service certificate issued

In addition to the above, HR must also maintain the no dues records (Form 13) and other documents if any deductions/ recovery is made from the full and final settlement of an employee.

Form 17- Sample of Show Cause format

Date:

Ref:

Name
Address

Subject: Unauthorised Absence / reasons

This letter is to inform you that you have been absent to work since _____. It is an employee’s responsibility to communicate to the reporting manager and make appropriate leave requests to consider the absence as approved leave. As per the leave policy guidelines and the terms and conditions of your employment, unauthorized absence from work for three consecutive days constitutes Job Abandonment.

If you do not intend your absence to be considered as job abandonment, please explain, within 3 days from the date of receipt of this letter, the reasons that you believe prevented you from reporting to work or communicating your absence. You may get in touch with your reporting manager and communicate the same.

In case of receiving no response for this letter, disciplinary action as deemed appropriate will be taken against you in accordance with company rules and regulations.

In case of any further clarifications, you may please contact the HR department.

For Glowmore Finance Private Ltd

Authorised Signatory

Form 18 - Exit Interview Form

Glowmore Finance Private Limited

| | | | |
|---------------------------|--|---------------------|--|
| Name of the Business Unit | | Location | |
| Name of the Employee | | Employee Code | |
| Designation | | Department | |
| Date of Joining | | Confirmation Status | |
| Date of Resignation | | Last Working Date | |

Reason for leaving :

Please provide your rating on the following parameters. Rating is on a 5 point scale where 5 is the highest and 1 is the least

| S. No | Parameters | Rating | Comments |
|-------|---|--------|----------|
| 1 | Culture of the company (Upholding values, guiding principles etc.,) | | |
| 2 | Policies and Procedures | | |
| 3 | Compensation & Benefits | | |
| 4 | Work Environment | | |
| 5 | Opportunity to voice views, complaints and suggestions | | |
| 6 | Fair and Impartial treatment of employees | | |
| 7 | Job Satisfaction | | |
| 8 | My supervisor provided performance feedback at regular intervals and recognized accomplishments | | |
| 9 | Performance Management System | | |

Please take some time to choose your option for the following statement:

| S. No | Statement | Strongly Agree | Agree | Disagree | Strongly Disagree |
|-------|---|----------------|-------|----------|-------------------|
| 1. | I was given the opportunity to utilize my skills during my Employment | | | | |
| 2. | I have received encouragement for providing suggestions and inducing work improvement | | | | |
| 3. | I have felt the load of the responsibilities given to me was immense | | | | |
| 4. | I have felt I was able to take on more responsibility and handle it | | | | |
| 5. | I have felt at ease at my working environment | | | | |
| 6. | I would consider returning back to this job | | | | |

What has been your best experience during your tenure with us?

What do you like the most about the company?

What did you like the most about your job and the least about your job? Please specify

What according to you are the strengths and weaknesses of the company? Please list down specifically.

What changes do you recommend for the company? (Please be specific)

Will you recommend us to your friends?

YES/ NO

Please specify reason

Any other comments

| | |
|--------------|-------------------|
| Date: | Signature: |
|--------------|-------------------|

Interviewer's comments:

| | |
|---------------------------|-------------------|
| Interviewer's Name | Signature: |
| Date & Place: | |

Form 19 - Full & Final Settlement Clearance Form

Glowmore Finance Private Limited

| | | | |
|---|--|--|--|
| Name of the Business Unit | | Location | |
| Name of the Employee | | Employee Code | |
| Designation | | Department | |
| Date of Joining | | Confirmation Status | |
| Date of Resignation | | Last Working Date | |
| Gross Salary (To be filled in by HR) – as required | | Recruitment Source(To be filled in by HR) | |

| S. No | Category | Applicability | Particulars (as applicable) |
|--|---|---------------|--|
| To be obtained from HUMAN RESOURCES | | | |
| 1. | Resignation Letter (With signature of the employee & due approval(s)) | Yes/ No | Date of resignation: |
| 2. | Relieving conditions, if any specified by reporting manager | Yes/ No | |
| 3. | Notice period served (Specify No. of days if any recovery to be made for shortfall in notice period) | Yes/ No | No. of days: |
| 4. | Specify amount to be recovered if recovery is applicable as per joining terms | Yes/ No | Amount to be recovered: As per clause _____ of appointment letter |
| 5. | If recruitment source is consultant, is replacement clause valid | Yes/ No | Consultant details: |
| 6. | GLOWMORE Uniforms / Logo received | Yes/ No | |

Name of the HR representative

Signature & Date:

| To be obtained from Reporting Manager | | Acknowledgement/ Signature |
|--|--|---|
| 7. | Knowledge transfer confirmation (<i>For job related responsibilities being handled other than projects</i>) | Handed over to _____ |
| 8. | Special Projects/ other assignments currently part of (<i>List down all projects and the person handed over to – Clearance to be indicated by the person taking over</i>) | _____ |
| 9. | E- Mail ID (to be filled by Reporting Manager) | Can be disabled / Mails to be forwarded to _____ till _____ |
| 10. | Data in Laptop/ System (to be filled by Reporting Manager) | Can be formatted/ To be copied/moved to _____ |
| 11. | Distributed List Ownership Change (if applicable) | |

Reporting Manager

Signature & Date:

| To be obtained from ACCOUNTS | | Amount to be recovered with details (as necessary) |
|-------------------------------------|---------------------------------|---|
| 12. | Staff Loan/ Salary Advance | Yes/ No |
| 13. | Housing rent advance | Yes/ No |
| 14. | Any other advance to be settled | Yes/ No |

Name of the Accounts representative

Signature & Date:

| To be obtained from ADMIN/ INFRA/FMS | | | Amount to be recovered with details (if applicable) |
|---|---|--|---|
| 15. | Keys, in possession, handed over (for HQ staff) | Yes/ No | |
| 16. | ID Card received | Yes/ No | |
| 17. | Mobile/ Charger/ SIM handed over | YES/ No | Mobile No: |
| 18. | Data card handed over | Yes/ No | Data card No: |
| 19. | Assets in good condition | Yes/ No | |
| 20. | Any other admin related aspects, as applicable | Yes/ No | |
| 21. | Visiting Cards | Yes/ No | |
| 22. | Mobile & Data Card Payments Settled in Payroll till Date of Relieving | Yes/ No | |
| Name of the Admin representative | | Signature & Date: | |
| | | | |
| To be obtained from IT | | | |
| 23. | Laptop handed over | Yes/ No | |
| 24. | Laptop received in good condition | Yes/ No | |
| 25. | Email Id disabled | Yes/ No | |
| 26. | Logins disabled – All Systems | Yes/ No | |
| 27. | Any other login, as applicable | Yes/ No | |
| 28. | Details of gadget(s): _____ | Yes/ No | |
| 29. | Details of gadget(s): _____ | Yes/ No | |
| Name of the IT representative | | Signature & Date: | |
| | | | |
| PAYROLL | | Amount to be recovered with details (as necessary) | |
| 30. | IT related proof/ documents received | Yes/ No | |
| 31. | Medical Insurance – Name deleted | Yes/ No | |
| 32. | Personal Accident Insurance – Name deleted | Yes/ No | |
| 33. | PF deletion – Complied with | Yes/ No | |
| Name of the Payroll representative | | Signature & Date: | |
| | | | |

Any other GLOWMORE Specific clearance Aspect
(Please include here)

FULL & FINAL SETTLEMENT CLEARANCE

Audit clearance obtained via email (Attach a copy) YES/ NO

No dues obtained from all concerned YES/ NO

Full & Final Settlement can be processed YES/ NO

Any other comments, to be filled by HR

Signature of HR Representative with date

Signature of Head - HR with date

CME

| FFS Particulars (Choose whichever is applicable) | | | |
|---|---------|--|------------------------------|
| Amount Employee to pay/ Company to pay | Rs. | Mode of payment | Cheque/ Account credit/ Cash |
| Amount in words | | | |
| If dues are payable by Employee | YES/ NO | Amount paid by employee | YES/ NO |
| Date of payment (By Employee/ Company) | | Acknowledgement for FFS (Applicable in case of Cheque/ Cash) | YES/ NO |
| Relieving Letter Issued | YES/ NO | Acknowledgement obtained for relieving letter | YES/ NO |
| If settlement sent via registered post | YES/ NO | Settlement sent on | _____ (DD/MM/YYYY) |
| Name of the HR representative | | Signature & Date: | |



Form 20 - Full and Final Settlement Statement

| | | | |
|---|--------------------|--------------------------|------------------------------|
| Glowmore Finance Private Limited Berhampur Ganjam, Odisha, India – 760010 FULL AND FINAL SETTLEMENT | | | |
| Employee ID | | Name | |
| Date of Birth | | Join Date | |
| Bank | | A/C No | |
| PF No. | | PF Date Of Joining | |
| Separation Date | | Settlement Date | |
| Designation | | | |
| Earnings | Amount (Rs) | Deductions | Amount (Rs) |
| Basic | | Data card Deduction | |
| HRA | | Mobile Deduction | |
| Conveyance | | Employee PF | |
| Special Allowance | | LWF | |
| LTA | | Other Deduction | |
| Medical Reimb | | Salary Advance Deduction | |
| Food Coupon | | Profession Tax | |
| Food Coupon Cash | | Income Tax | |
| Uniform Maintenance Allowance | | Food Coupon Deduction | |
| Notice Period Pay | | | |
| Gratuity | | | |
| Gross Earnings | | Total Deductions | |
| Net Pay: | | | |
| Rupees in Words: | | | |
| Notes: | | | |
| Prepared By: | Checked By: | Authorized By: | |
| Declaration By The Receiver: | | | |
| I, the undersigned, hereby state that I have received the above said amount as my full and final settlement out of my own free will and choice on tendering my resignation and I assure that I have no grievances, disputes, demands and claims about my legal dues, back wages, reinstatement or reemployment against the company. | | | |
| | | | Receiver's Signature: |

Chapter 16: Feedback/ Grievance Redressal Mechanism

Introduction

GLOWMORE believes that successful organization needs to seek feedback from its employees and learn from feedback. As a result, GLOWMORE employee's job is to offer feedback to the company relating to the products, processes, policies and the people with whom the employees work.

Feedback

Feedback is the process of communicating an employee's suggestions, ideas, observations, concerns between individuals or department with an intention of improving both personal and organizational performance.

Different Kinds of Feedback

- a. *Suggestion* - An employee has an idea on improving a product, process, or some other aspect
- b. *Observation* - An employee notices or learns something about which the organization should be aware
- c. *Concern About Discrimination* - An employee is concerned that he/she, a co-worker, a subordinate, or a manager is being discriminated against
- d. *Concern About Harassment* - An employee feels that he/she is being threatened/ subjected to unwanted sexual advances by a co-worker, a subordinate or a manager
- e. *Concern About Unfairness* - An employee feels that he/she is not being treated in a just manner by a co-worker, a subordinate, or a manager
- f. *Concern About Integrity* - An employee has reason to believe that a co-worker, a subordinate, or a manager is not being ethical or adhering to integrity standards (e.g. lying, cheating, or stealing)
- g. *Concern About Violation of Guiding Principles* - An employee has reason to believe that a co-worker, a subordinate or a manager has violated the GLOWMORE guiding principles

Feedback Handling System

Principles

GLOWMORE is committed to maintaining a feedback handling system which can be accessed by all employees and in which each employee can track the handling of his or her feedback. At GLOWMORE -

- a. Employee giving the feedback is updated in writing by HR on the status of their feedback at least once a week until it is resolved
- b. All concerns (as a subset of feedback that does not include suggestions and observations) are handled in a confidential manner
- c. All feedback is handled with a similar level of professionalism as all other official business of the GLOWMORE
- d. The values as articulated in the GLOWMORE guiding principles are preserved and supported by the feedback handling system

Any concern which comes under the purview of Sexual Harassment or under the purview of Whistle Blower policy will be dealt with in accordance with the provisions of the respective policy and the timelines as specified shall be applicable.

Responsibilities

- Although there is a formal feedback handling system, it is the responsibility of every manager to be proactive in ensuring that all reasonable measures are taken to address situations before they become concerns and to uncover observations and suggestions before any GLOWMORE employee feels they have not been given a chance to present their feedback.
- It is the responsibility of every employee to communicate his/her concerns to co-workers and/or his/her manager. When that is not possible, then it is the employee's responsibility to use the feedback handling system. The employee is responsible to use the feedback management system in good faith and with the intention of supporting and protecting the interest of the customers, the employees, the company, and themselves.
- In the event that a concern is raised, an employee of GLOWMORE may be asked to participate in the resolution of that concern. Each employee is responsible to cooperate fully with the feedback handling process.

Feedback Handling Procedure

- a. Feedback can be submitted via email or in writing to the Immediate/ second line manager or HR.
- b. If the feedback is raised with the immediate/second line manager, then it is the responsibility of the manager to communicate to HR and to resolve the issue.
- c. In the event that the employee seeks the help of the immediate/second line manager and the concerned manager does not attend to the feedback and the matter remains unresolved, then the employee has every right to raise the feedback again directly with the HR Head/MD. Whoever is notified is responsible for documenting the feedback.
- d. The HR manager along with the manager concerned will initiate appropriate action as deemed fit. Any feedback registered and the action initiated will be communicated to the management and documented.
- e. In cases, where investigation is required, the immediate manager has to formally approach this and document the investigation appropriately.
- f. The concern raised should necessarily include the following particulars -
 - Name and Employee code (GLOWMORE will ensure anonymity)
 - A brief description about the issue
 - Copies of any relevant and supporting document
- g. All physical documents should be handed over to the recipient of the feedback.
- h. When feedback is raised an acknowledgment is provided to the concerned employee and confidentiality is maintained (wherever necessary).
- i. GLOWMORE ensures that each employee is given a fair chance for hearing by an impartial panel selected by the MD of the GLOWMORE or the Board of Directors in the event that a concern is raised against the MD.
- j. If the feedback requires any legal intervention, then it will be acted upon accordingly.
- k. Any feedback will be dealt with utmost confidentiality and GLOWMORE encourages all its employees to provide feedback which will help/ enhance organisational effectiveness.

Feedback Resolution

The employee will be communicated on an ongoing basis about the status of their feedback till the feedback is resolved.

While resolving -

- a. An employee gets a better understanding of the situation as the concerns are addressed
- b. It is ensured that a mutually acceptable resolution is achieved through conciliation or mediation, wherever required.

Feedback/ Grievance Redressal Hierarchy

The various levels of feedback redressal are listed below –

Level 1: An employee can raise his/her feedback with the immediate/second line manager or HR. In case of an employee informing the manager, the concerned manager must inform HR immediately. Within 7 working days, HR/concerned manager will notify the employee on the status of their feedback and initiate the resolution process.

Level 2: In case if the concerned manager does not respond or the resolution is unsatisfactory, an employee may raise his or her feedback with HR.

Level 3: If the issue is not resolved or HR doesn't respond within 7 working days or the resolution provided is unsatisfactory, an employee can escalate the grievance to MD.

Documentation

Documentation relating to the feedback/ grievance and the steps taken with the final resolution provided along with the entire history will be maintained by the HR confidentially (in physical format).

Chapter 17: Sexual Harassment Policy

Introduction

Glowmore is an equal opportunities employer and it is the objective of the company to provide a free and safe working environment for all its employees, especially women. Hence a policy has been framed for the prevention and the redressal of any sexual harassment at the workplace in keeping with the principles of equality, freedom, life and liberty as enshrined in the Constitution of India.

The policy follows the broad guidelines of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (hereafter referred to as the “Sexual Harassment Act”) and guidelines as laid down under the international Convention for Elimination of all forms of Discrimination Against Women. Glowmore shall at all times ensure that it is in compliance with applicable laws, rules, regulations and orders relating to sexual harassment at the workplace, as may be amended from time to time.

Applicability

All stakeholders are eligible to raise an issue under the provisions of the policy. The stakeholders are Employees (Including Trainees), Consultants, Vendors, Customers and any other individual associated with the company. This policy is not designed or intended to limit the Company's authority to discipline or take remedial action for workplace conduct which is unacceptable, regardless of whether that conduct satisfies the definition of sexual harassment.

Definitions Pertaining to this Policy

Complainant: complainant means, in relation to a Workplace, a person of any age whether employed or not, who alleges to have been subjected to any act of Sexual Harassment by the Respondent.

Respondent: respondent means a person against whom the Complainant has made a complaint to the Sexual Harassment Internal Complaints Committee under this policy.

Sexual harassment: Sexual harassment includes any one or more of the following unwelcome acts or behaviour (whether directly or by implication) namely: -

- (i) physical contact or advances; or
- (ii) a demand or request for sexual favours; or
- (iii) making sexually coloured remarks; or
- (iv) showing pornography; or
- (v) any other unwelcome physical, textual, graphic, electronic, verbal or non-verbal conduct of sexual nature.

Workplace: workplace is defined as any place where the Complainant or Respondent is employed, works, or visits in connection with work, during the course of or arising out of employment.

Sexual Harassment Determinants

The following circumstances, among other circumstances, if it occurs or is present in relation to or connected with any act or behaviour of sexual harassment may amount to sexual harassment:-

- (i) implied or explicit promise of preferential treatment in her employment; or
- (ii) implied or explicit threat of detrimental treatment in her employment; or
- (iii) implied or explicit threat about her present or future employment status; or
- (iv) interfering with her work or creating an intimidating or offensive or hostile work environment for her; or
- (v) Humiliating treatment likely to affect her health or safety.

Sexual Harassment Internal Complaints Committee

To ensure a safe environment, Glowmore has constituted a ‘Sexual Harassment Internal Complaints Committee’ at each GLOWMORE (hereafter referred to as SHICC). This committee will consist of four members and each GLOWMORE branch will display a notice with members for GLOWMORE listed.

Any complaint of Sexual Harassment at the Workplace may be made in writing by the Complainant (or by his/her legal heir, in case of any incapacity of the Complainant), to any member of the Committee within 3 months of the last incident complained against. The Committee may however permit relaxation in this regard if it is satisfied that the circumstances were such that the Complainant was prevented from filing the complaint within the stipulated period.

The Company will also form a central core Internal Complaints Committee represented by the MD, HR representative and two more employees as identified by MD to manage GLOWMORE SHICC.

Constitution of Committee

The SHICC shall consist of a minimum of two women members. The Presiding Officer/ Chairperson of GLOWMORE SHICC shall be a female senior management representative from the GLOWMORE. Two other employees who are committed to the cause of women, or those who have social work experience or legal knowledge shall be nominated as members to the Committee. Another member shall be nominated from an NGO or association committed to the cause of women or a person familiar with issues relating to sexual harassment. In compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Rules 2013, the member appointed from non-government organisations shall be entitled to an allowance of Rs.200/day for holding the proceedings of the Internal Committee and also the reimbursement of travel cost incurred in travelling by train in three tier air condition or air conditioned bus and auto rickshaw or the actual amount spent by him/ her on travel, whichever is less.

Each member shall hold office for a specified period, not exceeding 3 years. Notwithstanding the foregoing, Glowmore may remove and replace any member from the Committee in case of misconduct, breach of confidentiality or abuse of position.

Procedure

On receipt of the complaint, the Committee may at the request of the Complainant attempt to settle the matter between the Complainant and the Respondent. However such conciliation shall not involve any monetary compensation. Where a settlement has been arrived at pursuant to conciliation, the Committee shall record the settlement and forward the same to Glowmore and all the relevant parties to be acted upon including the Complainant and the Respondent. There shall be no further inquiry unless the Complainant informs the Committee that the Respondent has not complied with the terms of the settlement.

In all other instances, the Committee will initiate action to inquire into the complaint by interviewing the Complainant, Respondent and any witnesses. They will also attempt to determine whether there are any individuals with any direct or indirect information regarding the complaint, interview such persons and gather all information relating to the complaint (including documentary or electronic information).

The Committee will ensure that the Complainant and the Respondent are called separately, so as to ensure freedom of expression and an atmosphere free of intimidation. The Committee shall have similar powers as vested in a civil court trying a similar suit under the Code of Civil Procedure, 1908.

On completion of the inquiry, the committee shall submit a written report at the earliest, but not later than ninety days from the date of filing of the complaint. Appropriate action will be recommended and taken based on the findings of the committee. Where both the parties are employees of Glowmore, a copy of the findings shall be made available to them.

Interim Measures during Pendency of the Inquiry

While the inquiry is pending, the Committee may, on the written request of the Complainant, make any appropriate recommendation as it deems fit, including the transfer of the Complainant or the Respondent to any other workplace or grant of leave to the Complainant up to a period of three months (in addition to the leave that the Complainant would otherwise be entitled to). Glowmore shall then submit a report of its implementation to the Committee.

Findings and Action

On completion of the inquiry on the charges of sexual harassment, action will be decided based on the nature of the complaint and the findings of the committee.

Based on the conclusions of the Committee, if an act of Sexual Harassment amounts to an offense under the provisions of the Indian Penal Code or any other law in force in the country, Glowmore will initiate other actions under the provisions of the law. This would include advising the aggrieved employee about her rights to initiate action in accordance with the law and providing the necessary assistance to file the complaint.

If the complaint against the Respondent has been proven during the inquiry, the Committee may recommend action against the Respondent, treating Sexual Harassment as misconduct. This may lead to dismissal or a warning not to repeat such action, and could include any reasonable course of conduct to redress any loss or damage suffered by the Complainant as a result of the harassment.

The defendant may also be asked to pay compensation to the Complainant, or give a written apology, with a clear understanding that no retaliatory steps will be taken by the defendant against the Complainant. While determining the compensation amount to be paid and other operative details regarding compensation, the Committee shall keep in mind various factors like loss of career opportunity for the Complainant due to this incident, medical expenses incurred for physical or psychiatric treatment, mental trauma and emotional distress, income and financial status of the Respondent etc.

Any other punishment ranging from a warning or censure to suspension, reduction in grades, or dismissal / termination of service may also be imposed, depending on the gravity of the act. The guidelines for this will be as per the Sexual Harassment Act.

If the Committee finds that the allegation of Sexual Harassment has not been proved, then it shall make a recommendation that no action is required to be taken in the matter. In case the Committee arrives at a conclusion that the Complainant's allegation is malicious or has been made with the knowledge that it is false; or that the Complainant or any witness has given false evidence / produced a forged or misleading document during the inquiry, then the Committee shall recommend that action be taken against such person(s).

Confidentiality of Complaint and Proceedings

The contents of the complaint, identity and addresses of all the parties and witnesses involved, and all information relating to the inquiry, conciliation and recommendations shall be kept confidential at all times. However information regarding the justice secured to any Complainant may be disseminated if so required without disclosing the identity and other particulars that may lead to identification of the Complainant. Any breach of this confidentiality provision by any person shall be deemed to be misconduct and dealt with accordingly.

Failure to take Action on a Complaint

Where a complaint of sexual harassment is made to a reporting manager or a member of the Internal Committee, but no action is initiated, this neglect may be deemed as misconduct and action, as appropriate may be initiated against the manager concerned for neglect or compromising the working environment of the organization.

Annual Reporting of Complaints

The Committee shall submit a report for each calendar year to Glowmore and the District Office appointed under the Sexual Harassment Act, specifying the number of complaints filed and their disposal.

Workplace Etiquette Regarding Professional Relationships

Employees should maintain a professional decorum in the workplace. Any personal relationship between employees in same team especially in a reporting relationship is strongly discouraged.

Communication of Policy

Glowmore is committed to providing a safe working environment for all its employees. Workshops and sensitization programs shall be conducted at regular intervals and all employees are expected to participate in the same. This policy should be communicated to employees during the induction and an excerpt of this policy should be handed over, any amendments in the policy will be shared via email. Constant reminders on the policy will be sent to all the employees via email every month by the HR representative.

Employees are also encouraged to bring to the notice of their reporting managers/ senior management any breach in safety or possibility of negative impact on the working space, safety and security of the working environment. An aggrieved employee should bring incident(s) to the notice of the Internal Committee in a timely manner and be assured that Glowmore and the Sexual Harassment Internal Committee instituted by it will maintain confidentiality and look at redressal mechanism at the earliest.

Timelines for Enquiry

| | |
|--|---|
| The committee to meet – Study complaints and determine the next course of action | Within 3 working days from the receipt of complaint |
| Initiation of Enquiry Proceedings | Within 7 working days from the date of deciding that an enquiry is warranted |
| Conclusion of Enquiry | Within a month from the date of receiving the complaint, in exceptional circumstances a maximum of 90 days as per Sexual Harassment Act |
| Preparation of report and presentation to Management | Within 7 working days from the date of conclusion of an enquiry |

Complaint Procedure

All GLOWMORE branches will have notices regarding Sexual Harassment displayed for our employees. Aggrieved employees are requested to either email or send a written communication to any/ all of the listed SHICC. Aggrieved employees are encouraged to use the format in Annexure 1 to send the written communication. In the case of an email communication, aggrieved employee is requested to mention SHICC in the subject line.

Form 21 - Complaint Form – Sexual Harassment

Glowmore is committed in providing a fair and safe work environment for its employees. Any employee found violating our Code of Conduct is taken as a serious matter and we are committed in making a full enquiry into the same in a confidential and fair manner. While registering a complaint using this form, we request employee to be as specific as possible in discussing the incident(s) which in turn will assist the investigators in the fact-gathering process. You are encouraged to attach additional materials, which may assist in the investigation process. Request you to sign this form in order to make it an official complaint. On receipt of your complaint, the Sexual Harassment Internal Complaints Committee (SHICC) will review it and initiate investigation.

To investigate your complaint, it will be necessary to interview you, the alleged offender(s), and any witnesses with knowledge of the allegations or defences. Please be assured that the investigation process will be kept confidential.

| | |
|---|----------------|
| Stakeholder Name | Address |
| Location | Contact Number |
| I am Employee/ Consultant/ Vendor/ Customer/ Other(s) _____ | |
| My complaint is against _____ | |
| Date of alleged incident | : |
| Place of alleged incident | : |
| Nature of alleged harassment | : |

Describe in detail the specific incident(s) that is the basis of the alleged harassment mentioning names dates and places (if applicable). Please feel free to use additional paper if needed.

List and describe all evidence pertaining to your complaint

List and identify all witnesses if any to the incident(s) or persons who have personal knowledge of information pertaining to your complaint:

Have you previously reported or otherwise complained about this or related acts of harassment to any other person within the company? If so, please provide us with the details of the earlier complaint.

I certify that to the best of my knowledge the information that I have provided is accurate and the events and circumstances are as I have described them. I understand that the nature of this complaint, correspondence, and all discussions conducted in the course of investigation of the information contained in this complaint are confidential to the extent permitted by existing law, rules & regulations. I agree to abide by these guidelines.

Signature: _____ Date: _____

Sexual Harassment Policy & Internal Complaints Committee

Glowmore is an equal opportunities employer and it is the objective of the company to provide a free and safe working environment for all its employees, especially women. The Sexual Harassment Policy has been framed for the prevention and the redressal of any sexual harassment in _____ GLOWMORE workplace in keeping with the principles of equality, freedom, life and liberty as enshrined in the Constitution of India.

All stakeholders of _____ GLOWMORE are eligible to raise an issue under the provisions of the policy. The stakeholders of _____ GLOWMORE who can raise a complaint are employees including trainees, consultants, vendors, customers and any other individual who is associated with _____ GLOWMORE.

Sexual Harassment: Sexual harassment includes any one or more of the following unwelcome acts or behaviour (whether directly or by implication) namely: -

- (i) physical contact or advances; or
- (ii) a demand or request for sexual favours; or
- (iii) making sexually coloured remarks; or
- (iv) showing pornography; or
- (v) any other unwelcome physical, textual, graphic, electronic, verbal or non-verbal conduct of sexual nature.

In accordance with the Act, _____ GLOWMORE has constituted a four-member committee hereinafter referred to as

“Sexual Harassment Internal Complaints Committee” (SHICC) with the following team members:

- 1. Ms. _____ – Email: _____
- 2. Ms. _____ – Email: _____
- 3. Mr./Ms. _____ – Email: _____
- 4. Mr./Ms. _____ – Email: _____

Any stakeholder may lodge a complaint of sexual harassment. Third party complaints and witness complaints will also be entertained. Complaints can be lodged directly with any member of the SHICC, or through peers, superiors, etc. If the complaint is made through any such channel other than SHICC, the person to whom the complaint is made shall be bound to bring it to the notice of SHICC within two working days of its receipt. Any person aggrieved shall prefer a complaint at the earliest point of time and in any case within 15 days from the date of occurrence of the alleged incident.

For more details, please get in touch with any member in the SHICC.

Note: Company reserves the right to review, modify and recall any aspects of the HR policy at any given point in time